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Introduction

Internews Network (USA) and Internews Russia continue a partnership under USAID grant number 118-G-00-01-00084 to promote a vibrant, professional and responsible independent broadcast sector in Russia. Much of the work of Internews Russia has received funding from other sources as well, contributing substantial cost share to the overall projects. This report on the second year of a 3-year grant, covers activities from June 1, 2002 through May 31, 2003 and includes information on work done by Internews Russia with funding from non-US donors.

The Year in Media

The year from June 2002 to June 2003 was one that began with great optimism about the possibility of real reform of the national media in Russia but ended in disappointment that at the year's end little seemed to have changed. The optimism appeared following a June 2002 conference at which Minister Lesin announced his intention to close the Print and Broadcast Media Ministry and there was much discussion of the government reducing its involvement in the national broadcast market. However, since that time, there has been little progress. The Industrial Committee that was formed following the conference ended up as a group of the most powerful media managers and they showed little inclination to challenge the administration or to represent any interests other than their own. A number of other events in the past year, as in the two previous years, make it clear that the existence of truly independent media continues to face threats of many kinds.

As Terence Smith put it bluntly in the beginning of his July 1, 2003 piece on PBS's NewsHour: "For the third time in three years, the government of President Vladimir Putin has closed Russia's lone nationwide independent television network." Of course the paradoxical background story is that the network had to recreate itself twice in various forms in order to be closed again and again, something that not everyone might have predicted in 2000 when NTV staff were being locked out of their workplace and the only independent national TV channel was being closed for the first time.

Indeed, the experiment that was the creation of TVS was one of the significant events of the past year in Russian media. Like so many of the events that captured the attention and affected the mood of the media community, it was a story whose narrative was not particularly clear. No one knew what the unusual ownership structure would lead to, or how the editorial staff would behave after their previous painful experiences. In what is beginning to seem a classic progression, the government's justification for closing TVS was even more ambiguous than the previous events at TV-6 and NTV: from the very beginning TVS's right to broadcast had been established not by a license of any kind but only by a temporary permission letter from the Ministry, the legal standing of which is articulated nowhere in law.

Overall, it was hard to escape the impression that Putin's administration continued to view the creation of a loyal and controllable media sphere, especially at the national level, as a top priority and that the talk of the need for a free press in a democracy was mostly lip service. Recent changes to the law on elections that make it possible to close broadcast or print outlets temporarily for content-related violations are particularly ominous. Other threats to journalists and media that speak out on "dangerous" topics, ranging from arbitrary court rulings to physical violence, certainly did not diminish in this year and have been extensively documented by freedom of expression organizations. There were, however, a couple of events that gave cause for optimism:

- DTV Victory - Despite an application submitted by Kremlin favorite Channel One for the Moscow channel once given to Daryal TV (in what was clearly an act of Yeltsin administration favoritism) the Licensing Competition Commission gave the frequency to the Swedish company VIASAT that had already invested a great deal in developing the channel. Most observers viewed this as an unexpected victory for fairness and the possibility of foreign investment.
- Putin's Veto of Media Restrictions – Responding to coordinated appeals from the media community, Putin vetoed attempts by the Duma to pass harsh media restrictions following the Nord-Ost hostage crisis.

Media Economics

The year saw many interesting developments in the economics of broadcast media. The most critical was that the advertising market grew significantly, with both volume and average price going up impressively. The total media ad market is expected to reach \$2.7 billion in 2003, for the first time since 1998 surpassing pre-crash levels. This represents a remarkable progression of growth: from 1999 to 2000, the market grew 47%; from 2000 to 2001, 58%; and from 2001 to 2002, another 51%.

These fantastic growth rates cannot continue but forecasts for the coming years are still well above the growth rate of the general economy, with analysts predicting that by 2005 the total market will reach \$4.5 billion. This would represent a significant change, putting Russia much closer to the per capita ad spending levels of the countries of Central and Eastern Europe or Latin America. Other positive trends are increased numbers of advertisers and a greater number of Russia-based advertisers taking their place alongside the Western clients who previously dominated the market. These real and projected increases in advertising money have likely influenced some of the business-related phenomena observed this year:

- Progress on Ratings – in May, the Media Committee, which represents major broadcasters and NAT, finally issued a tender to hire a single company to undertake national, standardized TV audience measurement. The tender, created with assistance from a Western auditor, closes in November and the Committee should award the contract in early 2004. This development gives hope that there will be truly reliable TV ratings information and thus more equitable distribution of advertising budgets.
- Local Production Boom – the year saw an astonishing rise in indigenous dramatic TV production (about 65% of all Russian production shown during prime time on central channels are made within the past 10 years), with multiple series produced in Russia and the previous line-up of Western TV series and Hollywood movies significantly altered with popular original programming, including a new production based on Dostoevsky's "the Idiot" that broke all ratings records.
- Growth of Newer TV Networks – the family entertainment-focused CTC network gained tremendously in popularity in the past year, while several new experiments in more targeted programming were launched, including sports and business programming channels. Meanwhile, there continues to be much discussion of the likely creation of an all-news channel, probably by a private company created by the state TV VGTRK holding.
- Boom in Commercial Radio – regional radio density continues to grow with licenses for new stations issued every month. Most of the new stations are focused on musical formats and

commercial income, but there are also a few station owners who are looking into ways to make news/talk radio commercially viable outside Moscow.

- Changes on the Regional Markets– many regional governments have started up oblast-wide TV companies (notably in Rostov, Ekaterinburg, Chelyabinsk and Novosibirsk), using state funds. Meanwhile advertising monopolist Video International has been demonstrating a new strategy of creating joint ventures with local agencies, giving them even greater strength on the local markets even as they expand their activities to sell to foreign clients, especially in the CIS, Europe and Israel.

International Politics

The ebbs and flows in Russia's relationship to the rest of the world, especially to the US and Europe, continue to play a role in how the Russian media see their role in creating a national image. Major events in foreign media circles also have repercussions in Russia. In both those areas, this year was dominated by the US-led war on Iraq.

For the Russian media community the Security Council conflict over the war itself was less significant than the prevailing impression in Russia that the US media were shockingly passive and unquestioning in their coverage of the rush to war and the conflict itself. The US media, especially television, was seen to be actively, even gleefully, promoting the Bush agenda. In the case of Britain, some of the recent parliamentary attacks on the BBC, which took a more skeptical view of the government's position, will worry Russian advocates of public broadcasting.

On top of the loss of faith in the American media occasioned by the war coverage came the decision by the US Federal Communications Commission (FCC) to further deregulate commercial broadcasting and cross-ownership of broadcast and print outlets. Many Russian freedom of speech advocates feel disheartened by the current climate in the US, fearing that it takes away the US government's ability to put political pressure on the Putin administration.

Repercussions for Regional Broadcasters

None of the changes in the media climate discussed above has had a radical effect on the life of regional broadcasters, but the general mood is less than optimistic. There is a feeling that between now and the March 2004 Presidential elections, there is little point in taking any risks. The new restrictions on media in election campaigns, the closing of TVS and the disturbing events with the privatization of the VTsIOM polling service have all served to make broadcasters and journalists both cynical and cautious.

The ongoing challenges for Internews in this atmosphere seem to be to find ways to re-dedicate the community of journalists to the meaning and value of their profession and at the same time to help managers and owners work towards the knowledge and solidarity that will give them a chance to influence the situation for the better. The most difficult piece of all, one that Internews has barely begun to address, but which is critical in the long term, is the need to find ways to build up support from the general public for responsible and truly independent media.

Despite the fears that every bit of progress has been met by a step backward on the political front, and that true democracy is no closer to being achieved in Russia than it was a year ago, there have in fact been many achievements in all spheres in which Internews works.

Program Highlights

This second year of the ITV grant, which saw the realization of many new directions and projects launched under the 2001-2004 Internews program, illustrates just how far the Russian electronic media have come and how programs to support their development have evolved. Several trends in Internews activities demonstrated their effectiveness in 2002-2003:

- much greater differentiation of programs for broadcasters based on their size and needs;
- long-term projects that create networks and maintain ongoing contact with a defined group of users; and
- continued broadening of professional networks and contacts to include cross-border relationships with colleagues in neighboring countries.

The scope of the year's achievements is illustrated by highlights from several projects:

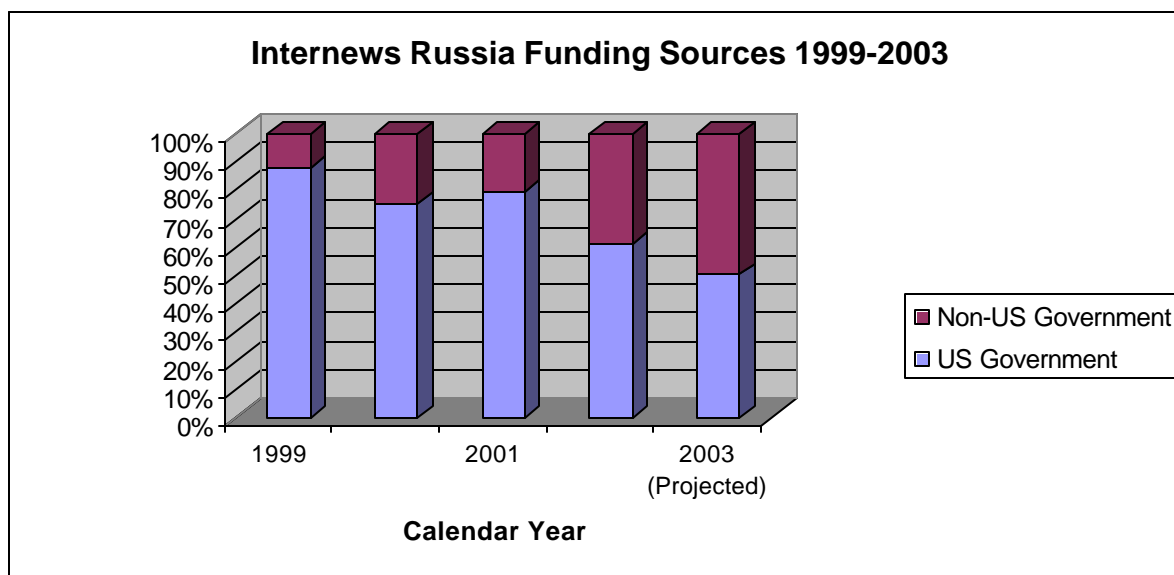
- Responding to continued demand from small, previously isolated stations, Internews opened four new regional training centers. More than 1000 participants from over 200 small stations have been trained in management, journalism, sales and production skills since the project began. The majority of participants have had no prior professional training;
- Over 300 television newsrooms across Russia have constant access to a vast catalogue of daily news from other stations, regional and national news agencies and original Internews information products through password-controlled access to the rustv.ru site;
- Despite unexpected technical challenges, Internews launched a pilot system to allow stations to exchange broadcast-quality video using Internet protocols, creating the prospect that independent regional stations will eventually have same-day video exchange capacity equivalent to that of satellite uplink-equipped government networks;
- Every month, over 100 television stories about life in Russia's regions are available to audiences in other regions. Now including 75 stations and still growing, the *Provintsia* exchange connects journalists and their local audiences across regional boundaries and outside the confines of traditional commercial networks;
- Russian regional TV stations participated in record numbers in public service campaigns to support assistance orphans and abandoned children, to discourage drug abuse, and to raise awareness of children's rights;
- More than 1500 individual questions about legal issues affecting their work were posed by regional broadcasters, who received answers from *Due Diligence* lawyers specializing in media law; and
- Local TV stations were enthusiastic participants in the first regional version of the national TEFI awards, with 216 stations submitting 470 works to the juries and over 500 participants attending conferences conducted as part of the awards ceremonies.

Many of the Internews projects funded by USAID during this period attracted additional funding from other donors, allowing Internews to expand the scope of these activities as described in each section. In addition, two projects implemented by Internews Russia during this period were funded primarily by other donors. Both these projects contribute directly to the goals of the ITV grant, bringing additional expertise and resources that are being used by other Internews projects:

- *Due Diligence*, a one-year project funded by the Open Society Institute that is ending in July 2003, brought individualized in-person legal support to over 40 broadcasters and long-distance consultation to many more, provided training to media lawyers throughout Russia, and created a significant web-based resource on current legislation.
- *Promoting Independence of Regional Mass Media*, an ongoing TACIS-funded project, brings media in several regions together in workshops on journalistic ethics and is creating a media campaign to promote the values of free speech to the public.

Both these projects involve print as well as broadcast media and both are partnerships with other Russian NGOs. Internews Russia staff have worked carefully to integrate the benefits of these projects into other activities and to share resources with them.

Sometimes with support from partners Internews Network and Internews Europe, but also on its own, Internews Russia has made significant progress in attracting funding to complement its USAID grants. The chart below shows the rising percentage of non-US funds in the annual budget of the Moscow operation¹:



Training

Year after year, training continues to be a core part of what Internews is known for and a key part of its work. The training work done in this year was more varied in its types and reached more people than ever before, with more than 1400 participants attending the various training events. With significant co-funding from the Open Russia Foundation, Internews was able to expand its training program to provide differentiated programs for stations at different levels:

- Through the Regional Training Centers, bringing very small stations a comprehensive training program that is often their first and only professional education;
- Providing larger stations with a sophisticated body of management expertise, based entirely on Russian examples;

¹ The TACIS grant is not included in the 2002 calculation.

- Responding flexibly to needs for specialized training in broadcast skills ranging from videography to sound engineering to investigative journalism with small practical workshops and individualized consultations;
- Providing intensive training in all aspects of news production to 73 young promising journalists at the Journalism School;
- Giving hundreds of regional journalists the opportunity to discuss their work and their profession with the leaders of Russian TV at the TEFI conferences; and
- Providing unique long-term training opportunities for future directors and program producers through the Internews Independent School of Film and TV.

Regional Training Centers

Since December 2001, Internews has been responding to the needs of smaller TV stations with a several-month cycle of training held at six Regional Training Centers, based at stations in Blagoveschensk, Klin, Livny, Novokuznetsk, Salsk and Tyumen. As this reporting period began, the centers were finishing up the original schedule of consecutive seminars with "Practical Journalism Skills," six sessions of which were held, one in each center, in June and July 2002. Over the course of the project, the six Regional Training Centers trained more than 800 people from 130 stations, building skills and networks of connections within the groups of 20+ regional broadcasters served by each center. A map of the regional centers is located in Appendix 2.

Following the completion of the planned training cycle, in July 2002, Internews staff gathered the directors of the TV stations that hosted the centers together with many of the trainers who had led the seminars (most from larger regional stations) to discuss the results and possible future directions of the program.

"You have managed to persuade regional TV people that they should be professionals no matter how small and minor their TV stations are..."
Aleksandr Sololvey,
Director, Yeisk TV

Follow-on activities that resulted from this discussion included an additional series of short workshops, organized in January and February 2003 for news directors and sales managers, called "How to do a good job of selling good news: the balance between quality journalism and the need to make money." The event was designed at a brainstorming workshop for 16 trainers in Moscow. The group designed a two-day "competition-workshop," which was then held at each of the six regional centers, attended by a total of 203 participants (132 women, 71 men). Stations sent both a news manager and a sales manager, and the groups reviewed one another's news programs, and discussed what makes them interesting to an audience. Team-building

exercises helped the participants from sales and news departments understand each other's challenges better, and each regional seminar included a mini-competition for the best news program in each group.

Phase II – New Regional Centers

Building on the success of the original regional training centers, in March 2003 Internews opened four new centers at stations selected via a competitive process: Cheboksary in the Central Volga region, Sosnovyi Bor in the Northwest, Khabarovsk in the Russian Far East, and Nalchik in the Russian Caucasus. The new centers quickly began a cycle of three seminars, with a total of 313 participants from 109 stations scheduled to attend seminars through June 2003. The schedule

below illustrates the flow of the initial seminar cycle, which begins with station and department managers. Later seminars will address a range of news production and journalism skills.

Regional Training Centers Phase II First Seminar Cycle March-June 2003			
Dates	Regional Center	Number of participants	Number of stations
TV Management			
March 19-23	Nalchik	14	13
March 24-28	Sosnovyi Bor	19	19
March 26-30	Cheboksary	24	22
April 4-8	Khabarovsk	26	24
Sales Department Organization			
April 13-15	Cheboksary	36	28
April 16-18	Khabarovsk	28	22
April 18-20	Nalchik	32	31
April 27-29	Sosnovyi Bor	29	26
Organizing a Newsroom			
May 4-8	Cheboksary	33	22
May 25-29	Nalchik	26	24
June 1-5	Khabarovsk	22	19
June 26-30	Sosnovyi Bor	24	20

The Regional Training Centers are achieving their most essential goal – to reach a group of small broadcasters that previously had been almost completely isolated. Nearly half the stations that use the centers serve cities of under 100,000 populations; more than half have fewer than 30 people on staff. For stations this small, finding the time and money to send even one person to Moscow for a seminar is a challenge. This is illustrated by the fact that of the managers who attended the general TV management seminar at the new regional centers, more than 70% were at an Internews event for the very first time. The advantage of the training centers is that each station has the opportunity to send not one but several people to be trained. The resulting changes in their operations can be dramatic, as described in a grateful letter from one station manager.

"We first met Internews when we received a grant for 1000 dollars [from the Culture on Television Competition-ed.] in 2001, at a time when we barely knew what an advertisement was or how much to charge for it – we were taking in less than five thousand rubles [about \$165-ed.] a month. And suddenly here was a thousand dollars! Later, in November of that year, we were invited to the Regional Training Center in Livny, to the first seminar for station managers.

Trainers Grigorii Moshkin from Tomsk TV-2 and Vladimir Matveev from Kazan's Variant station took the bull by the horns and immediately started showing us the proper structure for a TV station, one in which there was not only a boss and some creative and technical folks but also a 'sales department.' That was when I thought about Sasha Tsyganov.

He's a guy who dropped in at our station a lot, maybe because his brother worked there as a videographer, maybe because he had nothing else to do. I knew he had done some things with computers and he had a lively and friendly personality and lately had been out of work... When I got back from Livny, I

sought him out and found that he was looking for work, and was intrigued by the idea of starting up our sales department. So we hired him, and sent him to Livny for the next seminar, on "Organizing a Sales Department."

In 2002, our sales increased almost fourfold, we took in 283 thousand rubles [\$7900] and bought another computer, and some video equipment. After Sasha returned from Livny I tasked him with finding a woman to add to the sales department. Anna is a very small town, and it took almost a year, but eventually he found Tatyana Trifonova. After she went to the seminar in Sosnovyi Bor, we've seen a real improvement. It was she who attracted advertisers from Voronezh, showing them that our market is not only local.

This year, the sales department is bringing in not less than 30 thousand rubles [\$1,000] a month... I'm hoping that we'll be able to achieve an annual result at least 150% of the year before, maybe even 200%.

So, overall, I have to credit Internews for all this, they not only gave us a fish, they taught us how to catch more even in the tiny rivers where we swim."--
Mikhail Khoroshilov, Editor-in-Chief, "Anna" TV station, Anna, Voronezhskaya Oblast [population 20,000-ed.]

Short-Term Training

Internews continues to hold a number of shorter seminars on various topics based on requests from stations and possibilities for joint projects with other organizations. These seminars are briefly described below.

Television in the Internet Age

In Summer 2002, Internews continued its work with the Federation for Internet Education on a project called "Television in the Age of the Internet" that aims to raise Internet access and literacy in Russia. Internews organized two seminars (July 8-12 and July 15-19) on TV station website development at the Federation's Moscow headquarters. A total of 40 people from 20 regional TV stations took part, with each station sending one content manager and one web designer. The seminars were led by University of Missouri Professor Michael McKean, assisted by Olga Missiri, a former Internews Training Coordinator who is now teaching journalism in the United States. *Internovosti* project staff Marina Razorionova and Kostya Naumov assisted in teaching the seminar, as the *Internovosti* project actively encourages stations to create websites with news content.

News Production Skills Seminars

In response to requests from TV stations, Internews offers occasional seminars for videographers and video editors. These seminars are normally held in Moscow, during periods when the journalism school is not in session and the production equipment is available. In this grant year, the training department held three three-day seminars for video editors (in June, July and October, 2002) and two for videographers (a four-day seminar in January 2003 and an eight-day extended seminar that included correspondents in April 2003). By bringing in trainers who are journalists and directors as well as videographers and editors, Internews stresses the journalistic significance of these professions, which are often mistakenly considered "purely technical."

Reflecting conditions in the industry, videography and editing seminars continue to have a majority of male applicants: in total the five seminars had 17 women participants and 44 men. However, even this level of female participation is a marked increase from previous years. This

positive trend may well be the result of the Internews journalism school where there are no separate camera operators or editors: all participating journalists (the great majority of whom are female) learn basic video production skills, challenging the attitude that women “don’t” use video equipment.

Investigative Journalism Seminar

Investigative reporting is one of the most valuable activities that media can undertake, the very essence of their role as guarantors of the functioning of democracy. Unfortunately, good investigative journalism is also the most difficult, resource-intensive and potentially dangerous undertaking for a media outlet, and small local TV stations are unlikely to do it very often or very well. However, the few Russian stations and journalists that do aspire to include true investigations in their work desperately need support and the opportunity to share experiences and techniques.

In July 2002, Internews collaborated with its long-time partner, the Agency for Journalistic Investigation from Saint Petersburg, to hold a workshop in Chelyabinsk for investigative journalists. A total of 18 journalists from stations in the Volga region, the Urals and Siberia gathered to discuss how to work with sources, ways to react in certain situations and possible consequences for journalists and their stations of dangerous investigations.

Analytical Program Production

The TV-2 station in Tomsk maintains a small media school for adolescents, which focuses on practical training in TV reporting. In October 2002 and in April 2003, Internews partnered with this school to hold a seminar for producers of analytical (“Week in Review”) programs. A group of 18 producers (eleven women, seven men) attended the two six-day workshops, which was led by trainers from Tomsk.

Short Seminars for Producers

As regional TV stations expand their local production beyond news, there is increasing demand for training that addresses the challenges of other genres. Local producers are interested in a range of formats of programs, from general-interest magazine programs to children’s programs to talk shows of all kinds. These shows can help local stations reach out to audiences and themes beyond the confines of the day-to-day news, and can help stations strengthen their local identity.

A series of seminars addressed the skills needed for such programs. Two ten-day seminars held in October 2002 and March-April 2003 for directors of studio programs addressed the specifics of various styles and formats and how to work with live camera direction, as well as issues of structure, musical packaging and graphics. Another workshop was held for on-air presenters January 20-31, and a third seminar in February 2003 worked with the editors of non-news programs. Finally, in May 16 participants attended a five-day workshop for studio sound engineers. In all, 32 women and 29 men from 53 regional stations attended these small practical workshops.

On-site Consultations

In addition to one-off seminars, the training department continues to coordinate occasional individualized consultations for stations that can show a specific need that is best met by on-site assistance. The consultations tend to be requested by stations that want help reorganizing their newsroom, launching a new program or training ad sales staff. Internews recruits experienced

journalists or managers from larger stations with the appropriate expertise to go to the requesting station for a few days. Stations are encouraged to cover as much of the travel expenses of the consultant as possible, but for very small stations with valid needs, Internews may subsidize the entire cost of the trip. Over the course of the grant year, there were 22 on-site consultations, at 19 TV and three radio stations.

Demand for individualized training continues to be strong. In order to concentrate limited resources on those who need it most, Internews limit this form of training to stations that have not had an on-site Internews consultant in the past three years.

Script-Writing for Dramatic Series

An innovation for Internews in this grant year, also an initiative of Open Skies and the training department, was the decision to hold a paid seminar for writers of dramatic TV series. Demand for such a course was clear, as the amount of indigenous production continues to grow at an astonishing rate and no other institutions offer such courses. However, given that the interest comes primarily from Moscow and St. Petersburg professionals it seemed clear that charging tuition was both possible and appropriate.

For this pilot endeavor, which was scheduled to take place after the end of the reporting period, in June 2003, Internews wanted to make sure that the quality of the seminar was top-notch and did not aspire to cover the full cost of the event from tuition. The lead trainer will be leading US writer Rene Balcer, who is known among numerous writing credits for the shows *Law & Order* and *Law & Order-Criminal Intent*. Most participants who will attend the 10-day seminar will be from the top production companies in Russia. In addition to Balcer, several top Russian professionals are scheduled to give lectures on such themes as copyright issues, dramatic series in Russia and the relationship between the scriptwriter and the director.

Journalism School

The Internews Journalism School continues to offer month-long comprehensive training for regional TV journalists who have already demonstrated a basic level of competence. The intensive program, limited to a dozen students per sessions, includes hands-on training in videography and editing, voice and on-camera coaching, guest lectures and discussions on legal and ethical issues, training in use of the Internet, and practical news production work. The students work for the entire month under the supervision of a lead journalism trainer who is an experienced foreign or Russian journalist and an assistant journalism trainer, in addition to many guest lecturers and technical trainers. During the grant year, six sessions of the journalism school graduated a total of 47 women and 26 men. A map in Appendix 1 shows the home cities of this year's journalism school graduates.

- Session 19: May 13 - June 8, 2002, led by Thomson Foundation (UK) journalist Michael Delahaye, co-teaching with Irina Kremenchug, news director from TVK, Krasnoyarsk.
- Session 20: June 17- July 13, 2002, led by TVS anchor Svetlana Sorokina with Yulia Muchnik, TV-2, Tomsk.
- Session 21: September 2-28, 2002, led by Russian-speaking Danish journalist Poul Hansen with Elena Dergunova, Journalism School graduate and news anchor from TVK, Lipetsk.

- Session 22: November 25- December 21, 2002 led by Elizabeth Hedberg, a Russian-speaking Swedish TV journalist and professor at Stockholm University, with Vladislav Nikolaev, journalist from TV-2, Tomsk.
- Session 23: February 3-March 1, 2003 let by Poul Hansen with Margarita Panfilova from AS-Baikal TV, Irkutsk.
- Session 24: April 21 - May 17, 2003, led by Russian-speaking BBC journalist Robert Parsons with Yulia Muchnik, TV-2, Tomsk.

While there continued to be high demand for the school, with an average of 70 applications for each class of 12-13 people, trainers and Internews staff increasingly note that the overall intellectual level of the groups has gotten markedly lower. As regional stations grow and add new staff, they of necessity hire young people who attended secondary school and university in the post-Soviet period, when the transition to capitalism had thrown the state-financed educational system into disarray. In the majority of the schools, institutes and universities in Russia's regions, the benefits of freeing the education system from ideological constraints have sadly been more than cancelled out by the lack of resources for materials, facilities and especially salaries to keep good teachers on staff. The Journalism School staff and the training department are contemplating ways to react to the changing needs of stations and their journalism staff for long-term training. Some ideas for future directions are discussed at the end

of this section.

"Internews' School of Journalism is a school of life. If I say that it was the happiest and the most important month in my life – that will be not enough. I returned with a pair of wings... I understood what freedom is all about (although this notion doesn't agree with contemporary journalists)... It is difficult to get along with people who think differently from you, and to tell you the truth, it is difficult to me to live a new life. I had no thought to give up and return to the old way of life. Otherwise, I would have betrayed myself, and Internews." Anna Gorobtsova, correspondent, Yermak TV Station, Yekaterinburg

Another tendency, one with both positive and negative aspects, is the frequent desire of Journalism School graduates to look for work outside their home city. Too many of them aspire to jobs in Moscow, where the TV journalism market is in fact quite saturated, and end up abandoning their local stations for low-level jobs in the capital that are not likely to help them advance professionally. A related

positive trend is that more and more TV professionals are moving from one region to another in order to take media jobs that interest them. All indications are that television is one of the leaders among small businesses in moving towards labor mobility, which is clearly an important component in the modernization of Russia's economy.

Independent School of Film and TV

In September 2003 the Film and TV school will graduate the first group since the school became fully integrated into Internews. A group of nine women and six men, who pay for the course, studied directing and producing over nine months. Courses ended in June and during the summer, eight students are working on their thesis works for their diploma. Several students chose not to complete their thesis work because they had already gotten a job in television or for personal reasons. Several of the students have already gotten jobs in television in Moscow while two plan to continue studying, one specializing in advertising, the other in screenwriting.

With support of the Open Russia Foundation, the Film and TV School will offer a session with free tuition for the first time. The Open Russia support will allow the school to raise its entrance requirements and diversify its student body. In October 2003, a group will be selected on a competitive basis for a six-month course (October-April). Applicants are required to submit a audition video tape and take two exams, written and oral, and will be judged not only on their skill, creativity and potential, but also their seriousness and commitment to the program.

Projects in Partnership

The training department supported several projects that were co-organized with other Russian NGOs and often sponsored by other donors.

TEFI-Region

This grant year saw the launch of the regional version of the TEFIs, Russia's national television awards (the equivalent to the Emmys). Internews co-organized the regional competitions with the Academy of Russian Television, the National Association of Teleradiobroadcasters (NAT) and Media Union. By joining the non-commercial partnership that organizes the regional events, Internews was able to insure that they retained some of the important educational functions of the *Novosti – Vremya Mestnoe* ("News – Local Time") regional news competitions, which were discontinued in order to give precedence to the TEFIs.

The training department spent much of the summer organizing a complex program of speakers and master-classes for the three consecutive three-day conference/competitions, which were held in Novosibirsk (September 10-12) for eastern Russia, Ekaterinburg (September 17-19) for central Russia, and Nizhny Novgorod (September 24-26) for western Russia. The award ceremonies were planned to lead into the national ceremony, scheduled for October, with regional stations having the right to submit to both regional and national rounds. As it happened, the national ceremony was eventually postponed to January 2003 because of the Nord-Ost hostage crisis.

The three-day conference program encouraged journalists not only to discuss the successes and challenges of their current work but also to look more broadly at the challenges facing their profession in the current political and historical moment. Internews organized several different master classes in which experienced national journalists and producers led critiques of entries in the several categories covering news, informational and educational programs and also at entries in children's programs. Another popular session called "Scenarios for Russia 2015: Old Myths and New Heroes" focused on the role TV can play in reshaping the mentality of Russia in ways that will support positive change.

The three events, which featured awards not only for news production but for five other categories, attracted over 500 participants in total. The awards competition received 470 submissions from 216 stations in ten categories. Substantial co-funding for the regional TEFIs program came from the Open Russia Foundation.

Seminar for Chechen Journalists

In April, together with International Media Support (IMS) a Danish NGO in the field of media and conflict, the Press Development Institute, Center for Journalism in Extreme Situations and the Center for Confidence Building & Community Development-Moscow, Internews held a seminar for journalists from Chechnya and from Nizhny Novgorod, where an independent Chechen paper is produced. A total of 12 journalists (four women, eight men) attended the three-

day event in Moscow. Session topics included access to information issues and journalists' rights, ethics, and how to use different information sources.

Pozner School

The Pozner School, which specializes in training for on-air presenters, continues to use Internews facilities while it awaits completion of its own building. During this reporting period, the School held the 13th session of its month-long master classes for talk show presenters in March 3-29, 2003 for 11 participants (seven women, four men).

Training Materials

Although there has been some progress in the area of Russian-language materials for media professionals, there is still a hunger for affordable appropriate training and educational materials to help broadcast industry representatives stay abreast of developments in their field. Internews continues to respond to these needs. In addition to publishing some materials of its own, and occasionally funding the translation of foreign materials, Internews regularly purchases copies of appropriate Russian publications for free distribution to regional stations or seminar participants who would not otherwise have access to them.

Titles distributed during the 2002-2003 ITV grant year include:

Title: author; publisher, date.	Copies distributed
<i>Mass Media on the Eve of Elections: (Conference Proceeding; Internews Russia, National Association of Teleradiobroadcasters (NAT), Central Election Commission, 2003.</i>	500
<i>RTNDA (Radio Television News Directors Association) Conference Proceedings: Translator Oleg Dmitriev; Internews Russia, 2003.</i>	400
<i>Russian Speech on Air: A Complex Reference Book: T.F. Ivanova and T.A. Cherasova; Russian Language, 2002.</i>	200
<i>Social Dreams: R. Jensen; Stockholm School of Economics in St. Petersburg, 2002.</i>	200
<i>Guide to Social Journalism: Maria Gessen, Mary Nazari; UNICEF, Moscow, 2002.</i>	200
<i>Efficient Ad Sales: A.N. Nazaykin; Delo Publishing House, 2002.</i>	150
<i>Positioning: Struggle for Recognition: Al Rice, Jack Trout; Piter Publishing House, 2003.</i>	150
<i>The Price of Words, 2nd Edition: M.V. Gorbanevskiy; Galereya Publishing House, Moscow, 2002.</i>	120
<i>Mass Media and Elections. Organization and Financing of Elections: S. G. Kolesnik (ed); Prava Cheloveka (Human Rights) Publishing House, 2002.</i>	100
<i>Body Language: How to Read Other's Thoughts by their Gestures: Allan Pease; Ekismo Publishing House (Russian edition), 2002.</i>	60

Internews also supported the publication in 2002 of a text called "Investigative Journalism: From Theory to Practice" by Yulia Shum. The text was published by the Agency for Investigative Journalism in St. Petersburg, which was responsible for its distribution.

Translations of NAB and NAA Materials Published in 2002-2003

One of the results of the Russian American Media Entrepreneurship Dialogue (RAMED) was a project to make high-level professional materials available to Russian media managers. In 2002 Internews created Russian translations of selected materials produced by its RAMED partners, the two main American media associations, the National Association of Broadcasters (NAB) and Newspaper Association of America (NAA). These materials include detailed information on

advertising and marketing, techniques to grow readership and TV audience, description of media management tools, ways to introduce new technologies, and many other subjects.

Broadcast professionals have free access to all NAB materials, which are posted on the Internews site. During the grant year 2002-2003, thousands of pages of NAB documents were downloaded from the website. As agreed with NAA, its materials were sent by email to all interested print media specialists according to their requests. From August 2002 through May 2003, Internews received 99 such requests, from publications all over Russia. The NAA publications are also available to newspapers through Irex's project to support independent newspapers, which participated actively in the RAMED project.

NAB PUBLICATIONS	NAA PUBLICATIONS
<ul style="list-style-type: none"> • Dan O'Day, O'Liners/L.A. Air Force. What Every Manager Should Know About Creating Commercials That Make Money For Your Clients • Small Market Idea Swap • Radio 2002: Do You Know Who Your Customer's Customer Is? • Investing Partners-Looking Beyond Borders • TV Market Analysis 1996-2002 • A Financial Profile of TV Stations by Network Affiliation: 1994-1998 • The TV Industry: 2000, Market-by-Market Review • TV Ad Sales; 1998, Market-by-Market Review • Wages and Salaries of TV Stations, 2000 • A Financial Profile of TV Stations, 2000 • Cost Cutters: Pruning the Budget 	<ul style="list-style-type: none"> • Smaller-Market Solutions 2002 • Strategic Essentials: A Guide To Long-Term Planning For Your Local Newspaper/ Horizon Watching • Doing Newspaper Research: A Short Course • The Most Common Objections To Newspaper Advertising And How To Overcome Them • Creating Brand to Grow Readership

Future Directions

After ten years of providing training to Russian broadcast professionals, Internews has observed the evolution of the needs of local broadcasters and the capacity to meet those needs with domestic resources. There are two majors challenge for Internews training in the coming years:

- Defining Internews Russia's role in short-term training: Internews needs to expand its support to other training initiatives through partnerships, joint projects and subgrants, and share proven training methodology with other organizations, while continuing to move in new directions in both delivery methods and content. Internews also needs to move towards more partial payment for courses not only to support the work but in order not to spoil the market for commercial Russian training ventures.
- Reaching beyond working professionals: In the coming year Internews intends to look at the possibilities for supporting training for the next generation of TV professionals, rather than only those already working. This might include cooperation with longer-term training institutions, such as university journalism faculties on programs such as practical training or internships for students. Other possibilities include working with or establishing basic journalism and TV production training programs for community members.

Management/Marketing Project

Russian private television has traveled a difficult path from its formation at the beginning of the nineties, through a period of explosive growth, the financial crisis of 1998 and the subsequent period of relative stability. The current stage might be called the “crossroads of maturity.” On the one hand there are many relatively successful regional TV stations, both in terms of being considered credible information sources and as successful business ventures, and at the same time there are a great number of smaller and new operators struggling to find their identity and to define a strategy for the future in a rapidly changing market.

Even at this stage of relative maturity, there is still a lack of deep practical experience in managing TV stations as commercial entities. Strategic planning, corporate accountability and control, management structure, human resources management, marketing, and attracting investment are all issues that confront regional media of all sizes and forms.

As part of the 2001-2004 ITV grant, Internews developed a plan for an in-depth program of training, research and materials to help stations of different sizes manage their businesses for maximum effectiveness and maximum independence. Activities in this sphere have been divided into three broad categories: management education, marketing support, and promotion and design. The key goals are to:

- Codify and promote proven management techniques and technologies, helping raise smaller stations closer to the professional level already achieved by their colleagues in bigger cities;
- Increase the availability of reliable data on local market conditions and potentials, helping advertisers and media outlets make better decisions in 2003-2004;
- Support increased professional expertise and connections in the regional advertising community; and
- Raise the professional level of television station promotion managers and designers, whose work is rarely used to maximum commercial effect.

In addition to the program for advanced management diagnostics and training, management project staff work closely with the training department to provide basic management skills training in Moscow and in the regions; create short management modules for other Internews professional trainings, such as the Journalism School; and assist Internews offices in other CIS countries with their management training projects.

Management Optimization

The project is aimed at investigating existing management structures and practices among regional TV stations, and based on the information gathered, creating successful business models for TV operators. Real-life case studies form the basis for training seminars for station managers. During the first year of the ITV grant, these activities aimed at improving management were concentrated around two main projects: in-depth research into management practices in Russian media companies and a national conference for station managers from larger markets (400,000+ population).

During the 2002-2003 grant year, the project moved on to conducting training seminars based on the research and case studies created during the previous year. This second phase of the project concentrated on helping stations to act on the recommendations and use the business models

developed during the first stage. Seminars were further supplemented with individual station consultations to those that requested them. Besides providing real help and counsel for the station management, the consultations provide practical insights into the market, personnel, and technology problems experienced by the stations.

Seminars

Much of the work of the Management and Marketing program was funded by a grant from the Open Russia Foundation to conduct seminars on management and marketing, as well as support for the “Logic of Success-2” conference in Moscow. This funding was part of the cost share portion of the grant. During the 2002-2003 ITV grant year, Internews, with support from the Open Russia Foundation, trained 213 participants in management, and 220 participants in marketing in Moscow and in the regions. The seminars are described below.

In May-June 2002 Internews held two seminars entitled, “Optimizing Corporate Management in Television Companies,” continuing a series begun in March 2002. A total of 46 people (18 women, 28 men) attended the seminars. Run by consultants from the PRIMANN management-consulting group, the seminars had participants do practical analysis based on data from the original case studies.

From June 2002 to January 2003, the Management Optimization project undertook a new phase, in which it explored the strategic opportunities for local TV stations in various types of markets, and provided in-depth analysis for nine stations, chosen based on their active participation in the project and the need to represent different types of markets and media structures. All the stations (listed below) covered the travel expenses for consultants and agreed to share all their corporate data with the consultants.

Illustrative Stations for Business Model Analysis			
City	Population	Station	# of Staff
Novosibirsk	1,368,000	NTN/ Uniton	235
Krasnoyarsk	871,000	TVK6	200
Krasnodar (+ Region)	2,000,000	NTK	150
Saratov	892,000	NST/ Vox Media	45
Yaroslavl	628,000	Gorodskoi Kanal	90
Tver	458,000	Tverskoi Prospekt	57
Stavropol	344,000	AST	60
Sochi	356,000	MMG	65
Tambov	318,000	VDV	25

The analysis of these stations and their respective markets served as the basis for the for three two-day seminars on “Strategic Management in Media Groups.” These were held in Moscow in July 2002 and were attended by 45 station managers (15 women, 30 men). These seminars used the same methodology: participants working in small groups to analyze a fictionalized station and its overall market conditions, then proposing an appropriate market strategy. Finally, each group prepared a detailed action plan for their station’s strategic development. The assignments

were created using the knowledge and insight accumulated by working with the nine representative stations.

Consultants have continued to work with the nine sample stations, providing advice on strategic development. In December 2002, three of the stations made presentations at “Logic of Success-2” conference on the practical reorganization and restructuring they undertook following the consultations. The most common changes reported were in the spheres of corporate management, strategic growth and personnel management.

Broadcast Operations Manual

The most recent phase of the Management Optimization project started in Spring 2003. Internews, in conjunction with consultants from PRIMANN and ROMIR Monitoring research group (formerly Monitoring.ru), began a project to create a detailed professional station-operation manual for senior and mid-level management. This project has three phases:

- | |
|---------|
| Seminar |
|---------|
- An extensive survey of day-to-day operations at a range of TV stations, including existing corporate policies, and practical and management documentation;
 - A series of seminars, planned for July 2003, focused on station daily operations management, analysis and reengineering of specific TV business-processes (news production, sales, financial controlling); and
 - Creation of the manual, planned for Winter 2003-2004, incorporating research, feedback from the seminars, and materials developed under the *Due Diligence* project.

The manual will represent a collection of best practices, including not only materials gathered from stations but also proposed legal forms of contracts, documentation and so on.

Other Management Training

The main management training program was aimed at the larger, more advanced stations. Meanwhile, the Regional Training Centers, described above, were serving smaller, more financially limited broadcasters. The management training program at the regional centers incorporated expertise and materials from the Management Optimization project as appropriate. Moreover, most of the management trainers at these centers were active managers from larger stations who had themselves attended the more advanced trainings.

In May 2003 Internews ventured into new territory with a management seminar called “Organizational and Legal Aspects of Regional Cable Operations.” A total of 25 regional cable operators (24 men and 1 woman) attended the seminar in Moscow and had lively discussions of the problems facing their industry. The participants expressed a strong desire to have their segment of the industry included in future seminars and projects, and to find a forum to discuss cooperation with their broadcast counterparts.

Management project staff also regularly share their expertise with other Internews offices in the CIS, helping them to contact Russian trainers or experts. Occasionally, when funding has been available, Internews Russia has organized seminars for managers from other countries. In September 2002, with funding from Open Russia Foundation, Internews held a seminar in Moscow on “Practical Television Management” for 20 directors of nongovernmental television stations in Belarus. Topics addressed included the management problems of regional media, market demands and technological developments, programming policy, cooperation with

national networks and the organization of advertising sales departments.

In addition, again with support from Open Russia Foundation, Internews conducted two seminars in Minsk in cooperation with Internews Belarus: “Advertising Sales Possibilities of the Regional Mass Media” for 11 participants (four women, seven men), and “Basic Television Design” for 20 attendees (one woman, 19 men).

Conference- The Logic of Success – 2

The management department, with support from the Open Russia Foundation and in cooperation with the training department, held the second annual TV management conference, *Logic of Success-2: “Intellectual Exercises for TV Professionals Thinking about the Future,”* on December 4-6, 2002 in Moscow. The conference, targeted at the directors of medium-sized and large regional television stations, examined the present state of television and society, and future prospects of the Russian industry in the context of the national economy. Over 200 TV professionals from throughout Russia attended the three-day conference. The conference program included presentations by Russian political and business strategists, foreign experts, and national media managers.

The first day was called “Television and Society- Creating the Culture of Change.” Sessions covered the impact of television on society, the Russian government’s objectives in media regulation, investment in broadcasting, branding, interactive TV, the relationship between stations and networks, and management and business. Presenters included well-known author Vladimir Voinovich; Presidential advisor Andrei Illarionov; Mikhail Lesin, Minister for Print and Broadcast Media of the Russian Federation; and Marcus Schmidt, managing director of SevenSenses, Germany.

Logic of Success Program
Cover

The second day addressed issues of television and the viewer, including future scenarios for the country’s development, Russians’ self-identification, profiles of consumers and viewers, programming genres and the Russian audience, foreign models of programming, and TV station management. Among the presenters were Vladimir Preobrazhensky, CFO at Wimm-Bill-Dann; Viktor Kolomiets, Ph.D, Chief Analyst for Video International; Georgii Abdushelshvili, Senior Partner at Ward Howell International; and US programming expert Mara Sternthal, former VP, International Television Distribution, Warner Brothers.

The final day of the conference was dedicated to technology and society. Topics included Russia’s oil dependency and the challenge of preserving intellectual capital, the future of communications technology in TV and radio broadcasting, digital delivery models and their impact on Russian television, and advertising strategies. Presenters included Mikhail Khodorkovsky, Chairman of Yukos Oil Company; and John Abel, Senior Vice-President, United States Telecom Association. See Appendix 3 for the full conference program in Russian and English.

Support to Professional Marketing

One of the most important elements in a station’s overall financial stability is the effectiveness of its work on the local advertising market. Recognizing this, Internews has continued to support the development of regional advertising markets in an attempt to compensate for the overwhelming domination of Moscow-based agencies and broadcasters.

In the fall of 2002 Internews supported two local initiatives: “Advertising days in Tomsk” in September, and the “Siberian Tour of City Advertising” in Barnaul in November 2002. These events brought together Siberian broadcast advertising professionals to compare their work, discuss their profession and meet with specialists. Internews provided advice in identifying juries for the festival components and an educational component, conducting master classes on topics including “Media Research” and “Strategic Options For Local Media Businesses.” The two events collectively attracted over 200 participants and had over 400 festival entrees. Internews paid for the travel, lodging and honoraria of the Moscow consultants.

In February and May 2003 Internews, in conjunction with the Advertising Federation of the Regions (www.rfr.ru), held two seminars for marketing and sales executives: “Sales Marketing in Regional Electronic Media” and “Sales Pricing and Planning For Electronic Media.” The first seminar was held in Kazan at the TV station “EFIR” during the annual local advertising festival, enabling its 26 participants to join local colleagues in the festival events, which included master classes by leading Russian advertising professionals. The second seminar, held in Moscow, had 33 participants, selected from over 100 applications. Given the clear demand, Internews is considering offering more seminars on this subject.

Audience Measurement

Another challenge for local broadcasters that Internews continues to address is the lack of adequate professional market data and media research on the local level. Two three-day seminars entitled “Audience Measurement: Theory and Practice,” targeted local research organizations and their media counterparts. The seminars were held in March 2003 in Krasnoyarsk (18 women, 9 men), and in May in Yaroslavl (23 women, 16 men) for the research communities of Siberia/Far East and the European part of Russia, respectively. Both the seminars were held in association with Media Committee, a non-profit industrial partnership established in 2002 by Moscow TV channels and networks. The Media Committee developed the seminar program, negotiated with trainers and guest speakers, and covered expenses for foreign trainers, such as Michael Buss from GfK research group Germany. Internews paid for the costs of the seminar and travel for the Russian trainers, while the Media Committee was responsible for the logistics. Participant feedback was enthusiastic and the decision to hold the seminars outside of Moscow was popular and gave encouragement to the local advertising communities in each of the cities.

Promotion and Design

Despite much progress, the lack of expertise in station promotion and design continues to hinder the financial development of Russian regional television. Competition in the broadcast market continues to increase the need for stations to use these techniques effectively. In supporting the development of regional potential in this area, Internews helps local stations and their local programs to remain competitive in relation to better-financed national channels and programs, which devote enormous resources to PR and branding.

The main activity Internews supported in the past year was the third annual Russian conference, “The Image of a TV Channel: Branding, Promotion and Design” (November 29 – December 1, 2002). The conference is the only event in Russia devoted to issues of TV promotion, branding and design. The program consisted of master classes, workshops, lectures, screenings and discussions, including 30 topical sessions and presentations, with both Russian and foreign experts participating. Organizers aimed to balance the needs of both national and regional broadcasters and production studios. Among the Western speakers were Martin Pool, Director,

Sales and Marketing; Bruce Dunlop & Associates (UK); and Marcus Schmidt, Managing Director, Seven Senses (Germany). Over 400 participants attended the conference, which was co-organized by Internews and the Eurasian Guild of Television Designers and Promoters.

Oblik 3
Branding
Conference
Cover

This year, the conference was primarily organized by the Guild, with minimal support from Internews. This association of individuals and organizations unites designers, art directors and promotion managers from TV channels and networks, design studios, post-production firms and other companies. The Guild was created after the 2000 conference. Meanwhile, Koordinata 20, a commercial design agency that grew out of Internews Russia's broadcast design activity, works to offer affordable services to regional television stations and was also very involved in organizing the conference. The conference program is in Appendix 4.

Future Directions

During the past year, many of the 200 stations that participated in the management project have made significant progress in improving their station operations. Some employed financial directors, others ventured into new strategic business areas, and many report more financial "clout" in their respective markets, improving their relations with national network or advertising partners and with local authorities. However, the work is far from done: stations still face problems with operations, human resources and transition management.

As noted above, the management project's principal activity for the third year of the grant, will be to finalize and distribute a business operations manual/handbook for television stations. The manual will outline the organizational structure, role and function of each department, list the required legal documents for the respective departments, and give sample job descriptions, contracts, timesheets, and other forms. This unique resource will be accessible on-line, as well as in paper form.

Other future plans include:

- Continuing with on-site local research and management education for regional TV stations;
- Broadening the circle of stations actively participating in the project, encouraging newer media outlets to participate in training and in individual consultations;
- Training additional trainers from among Russian regional TV station managers;
- Continuing seminars for marketing and sales skills, probably in conjunction with the Regional Advertising Federation; and
- Increasing the amount of web-based management resources for regional stations.

In the next few years independent TV in Russia faces a potentially critical lack of qualified managers as the original wave of entrepreneurs, who created the industry a decade ago, gradually "burn out" and leave to pursue other interests. There is a real need to continue development for qualified management professionals. The next stage of project development will likely be to reach out to another level of stations by size and to explore a variety of low-cost ways to continue professional growth, such as regional managers clubs or business groups, that stations can afford to sustain themselves.

Assistance to Regional Private Radio Stations

The development of independent radio in Russia has had a significantly different trajectory than that of television for a number of reasons. Some of the key differences have been:

- Television was the dominant source of information and entertainment in the Soviet Union and the traditional focus on the medium continued in the era of private media;
- Local commercial radio began to achieve significant penetration some years later than local TV, and its development is significantly more dominated by national and local managers who view it primarily as a business;
- Radio is less expensive and considered less political than television and probably for these reasons attracted much more Western (both US and European) investment;
- Existing state broadcasters continue to draw much of the news/talk audience, especially in the regions, making it difficult for commercial talk stations to define a profitable niche and pushing most new stations towards less expensive and more profitable music formats.

The result is that a local radio station in Russia's regions is most likely to be a relatively young business, focused on music and selling advertising and connected to a large national network that is either in a partnership with Western broadcasters or competes directly with other Moscow-based networks.

Meanwhile, for much of the 1990s, USAID-funded media assistance focused on TV and print media, as support to radio development was provided primarily by two large British initiatives: BBCMPM, which produced and distributed educational dramas, informational programming and public service announcements to national (state) radio channels and an informal network of over 100 commercial stations and offered various short-term training opportunities; and the BBC School in Ekaterinburg, which offered long-term training courses for radio journalists. Both of these institutions continue to function, but their funding and activity levels have dropped significantly.

With the drop-off in British funding and the steady growth of the radio market, Internews believes that radio now deserves attention as a source of news and information. Internews has a small radio program that includes training and support to local initiatives. In the first year of the ITV grant, Internews worked with the Foundation for Independent Radio (FNR), the Russian successor organization to BBCMPM, to hold a series of seminars for radio professionals.

In this grant year, building on the success of that project, the Foundation for Independent Radio (FNR), with another subgrant from Internews, organized a series of four seminars called, "Time to Work on Radio-2," serving the different training needs of local stations, and one "train-the-trainers" seminar. A total of 80 employees from regional radio stations participated in the four radio seminars, which were held in Moscow at FNR. Internews intends to continue its cooperation with FNR on this training program while exploring other avenues to assist the development of the radio industry.

FNR Radio Seminars

From January 20-24, 2003 19 journalists attended the seminar, "News Production for Music and News Radio Stations." The seminar included basic definitions of news, finding sources of information, techniques of news broadcast and editorial organization. Trainers included Dmitry Gubin (Radio Rossii, Mayak-24), Andrei Allakhverdov (Editor-In-Chief, FNR), Elena

Filimonovikh (Trainer, School BBC in Ekaterinburg), Alexandr Abrakhimov (Radio Maksimum), Luba Kamyryna (Radio Maksimum).

“Social Journalism for Radio: Contemporary Approaches and Relevant Genres” was the second seminar in the series, in February. Attended by 16 journalists and producers from 15 different cities throughout Russia, the seminar addressed the specifics of covering social issues, interactive shows on radio and working with guests, call-ins and PSAs. Trainers included Leonid Azarkh (Radio Rossii), Boris Barabanov (Nashe Radio), Dmitry Gubin (Radio Rossii, Mayak-24), Marina Koroleva (Echo Moskv), and FNR staff and trainers.

In March, FNR held a seminar on audience research designed for station managers. Twenty-four managers from regional radio stations not affiliated with networks attended, “Audience Research and Supporting Ratings” on March 24-27. Seminar topics included all aspects of radio audience measurement, including how to report and use the findings with advertisers. Trainers included Irina Chmovzh (Head of the radio project KOMKON-Media), Yuri Podtserkovski (Director-Coordinator KOMKON group), Anna Kolesnikova (TNS Gallup Media, head of the project RadioIndex), Maria Volkenshtein (President, Valideita), Aleksei Glazatov (Program director, Radio Maksimum, Moscow), and FNR staff.

“I would like to note FNR and the instructors’ high level of professionalism in organizing the seminar. I liked very much the seminar’s systematic approach, where issues of social research and supporting ratings were presented in perspective [with the radio industry as whole]. Of course, the opportunity to exchange experiences with colleagues from the regions, and understand, that in principle, our problems are similar and may be directly resolved locally- that’s important. I think that after this seminar [“Audience Research and Maintaining Ratings”], very many of my colleagues will be better able to do concrete things that we learned in the seminar.”
Ilya Kychanov, Avtoradio, Izhevsk

The fourth seminar, “Programming on Information and Music Radio Stations,” was held on April 14-18, and was attended by 21 regional program directors from 18 cities. Seminar topics included the history of commercial radio, the structure of music stations, the work of a DJ and other personnel, creation of a DJ personality, the creation and production of a radio show, and different kinds of entertainment programs. Trainers included Andrei Bubukin (Avtoradio), Maria Makeeva (Russian News service), Matvei Ganapolski (Ekho Moskv) and Aleksei Glazatov (Radio Maksimum).

For the final seminar, Internews commissioned FNR to hold a four-day “Train the Trainers” session, which was scheduled to begin just after the end of this reporting period, on June 1, 2003. A group of 16 directors or editors of radio station who are interested in becoming trainers for radio seminars were selected from among 150 applications. Students will be required to learn training methodology, prepare a training course and defend it in front of an expert panel of trainers. The scheduled trainers are Elena Uporova (Deputy Editor-In-Chief, Senior Producer and Trainer FNR), Graeme Moreland (Graeme Moreland Media International Consulting) and Elena Filimonovikh (Trainer FNR).

In addition to the seminars, FNR published a general radio textbook, *Time to Work on Radio* by E. N. Filimonovikh, which collects selected lectures from the various seminars. FNR has printed 1,000 copies which will be distributed to participants in the radio seminars and at professional conferences.

Other Radio Events

In addition to cooperating with FNR on the training series for regional private radio staff, Internews offered two other radio seminars in Ekaterinburg and Nizhny Novgorod.

Internews also supported the BBC Center in Ekaterinburg in holding two seminars in June 2002 for radio journalists: Fundamentals of Radio Journalism, June 3-7 and Live Hosting on Radio, June 17-21, 2002. The trainers were Russian staff trainers from the BBC Center.

With support from the Open Russia Foundation, Internews assisted the Radio Class school/studio, located in Nizhny Novgorod, in holding a seminar called "Radio Christmas," held December 24-25, 2002 in Nizhny Novgorod. The 16 DJs who attended the workshop came from 12 different stations in the region. Trainers were Yana Arbuzova (*Kommersant*), Tatiana Godunova (Radio Retro), Sergei Popov (Radio Randevu), Ksenia Strizh (Radio Chanson) and Viktoria Sukhareva (*Journal Sreda*).

Russian-American Media Entrepreneurship Dialogue (RAMED)

As the ITV grant year began, all the Russian-American Media Entrepreneurship Dialogue (RAMED) activities were officially complete. However, the Russian participants followed up the formal dialogue with a significant, nationwide conference, "The Media Industry: Directions for Reform" in June 2002. The participants discussed the 70-page "state-of-the-industry" report by Russian RAMED participants and what the next critical phase of media reform would entail. (The report is on the Internews site <http://www.internews.ru/internews/ramed/industrial.html>).

The Media Industry: Directions for Reform

Nearly 500 top media managers and owners from across Russia converged on the Congress Center of the Moscow Mayor's Office for "The Media Industry: Directions for Reform" June 19-20, 2002. The conference was the first forum to bring together such a broad range of national channels and publications, regional media outlets and government officials to discuss the problems facing the media industry and possible strategies for reform and further development. Print and broadcast media managers and owners, as well as representatives of professional associations and media-related industries, including advertising, subscription services, distribution, printing and media measurement, attended the conference. Several officials from the Ministry for Print and Broadcast Media attended, in addition to Minister Lesin, who made a significant speech.

The main objective of the conference was to work out a consolidated media community position on improving legislative regulation and lobbying the interests of the industry. The most pressing issues facing the industry concern its economic base and sources of financing for media development. There are also problems in relationships between owners, managers and editorial staff, with provision of equal access to media infrastructure, and with industry monitoring of media measurement.

Over the months leading up to the conference, these and other important topics formed the focus of the Russian-American Media Entrepreneurship Dialogue (RAMED). Russian participants in RAMED included leading media market players, independent foundations, civic organizations and major Russian media associations. The broad interest in the conference is indicated by the 12 Russian organizations that signed on as co-organizers.

Organizers - Media Industry: Directions for Reform

Eduard Sagalaev Foundation for Development of TV & Radio Broadcasting, Electronic Media & Internet Technologies	Ministry of Print and Broadcast Media of the Russian Federation
Foundation for Independent Radio	National Association of Publishers
Guild of Periodical Publishers	National Association of TV and Radio Broadcasters
Internews Russia	Press Development Institute
Media Committee	Russian Union of Journalists
Media-Union	Union of Print Publishers and Distributors

Realizing the need for reform, for the formation of effective mechanisms for industry self-regulation and for a constructive dialogue with the government, conference organizers invited national and regional media managers and those in related industries to take part in this important discussion of the industry. Participants spent several hours divided by medium, in active discussion of the specific needs of the print, radio and television industries. Each section adopted a document calling for a series of steps to improve their situation. (English translations are at <http://www.internews.ru/industry/indexe.html>). Conference participants charged the organizing committee with meeting again soon to formulate a plan for the formation of an "industrial committee" which could work to promote these agendas with the government and become the industry's self-regulating organ.

"The Media Industry: Directions for Reform" conference was revolutionary because for the first time, print, television and radio sectors were assembled together to discuss the industry as a whole and as a business. The organizing committee was a rare consortium of government, industry and nonprofit organizations working together for the first time. The conference attracted a great deal of attention and created a forum, unusual for Russia, where key Moscow media figures and officials from the Ministry for Print and Broadcast Media engaged in frank discussions with media professionals from the regions. The issue of reducing government involvement in media, especially in TV broadcasting, was energetically discussed, and Minister Mikhail Lesin announced his intention to eventually phase out his ministry altogether. (An article about the speech and an excerpt from it, both published in the Moscow Times, are in the Articles section.)

However, the conference also highlighted the stark differences that remain between the needs of regional and national media as well as the different challenges facing each of the three media (print, radio, TV) in terms of representing their interests through professional associations. The creation of the so-called "industrial committee" which was welcomed by all at the conference, eventually resulted in a group that is seen by most in the regions as an attempt by the most powerful, Moscow-based media outlets to claim for themselves the mandate of lobbying the government for their own political and economic interests. This has met significant skepticism and verbal opposition among regional media, though it remains to be seen whether the committee will have any real influence. Resolutions from the conference are in Appendices 6 and 7.

Ongoing NAT/NAB Cooperation

Throughout 2002-2003 Internews continued to maintain contact with the participants, distribute and post translated materials from the 2002 NAB and NAA conventions on its website. In addition, Internews organized a delegation of more than 30 Russian media representatives to the

NAB convention in Las Vegas in April 2003. Internews paid for translators and the accreditation for fifteen Russians, while their media outlets covered travel costs. Many other Russians attend NAB but like the majority of US attendees, only visit the equipment exhibits. The Internews delegation had full conference registration, which gives access to seminars, panel discussions and presentations by industry leaders, FCC officials, U.S. Congress people and others. Topics range from management tips to the politics of regulation and the transition to digital TV.

Future Directions

The most promising future for RAMED is likely to be not in high-profile Moscow-based events but in continued connections and dialogue at lower levels of the industry in Russia and the US. With this in mind, in January, Internews developed a proposal for United States Department of State, Bureau of Educational & Cultural Affairs (BECA) to recreate some of the benefits of RAMED for regional broadcasters through a study tour/internship program for Russian visitors to U.S. stations and a set of roundtables in the US between Russian and U.S. media people. As the grant period was ending Internews had heard from BECA that they expected to have a positive response. If funded, the trip and roundtables would take place in Fall-Winter 2003-2004.

InterNovosti

The *InterNovosti* newsroom computerization and Internet-based news exchange is likely the most ambitious project Internews has undertaken during its decade of work in Russia. Originally funded by USAID beginning in spring of 1999 as part of the Emergency Assistance grant, *InterNovosti* expanded with additional funding from The Eurasia Foundation, and its ongoing work is now funded under the ITV 2001-2004 grant.

In the four years of its existence, *InterNovosti* has facilitated the computerization of 311 regional TV newsrooms with its *Fabrika Novostei* ("News Factory") newsroom software, giving stations a tool to professionalize their editorial processes. Meanwhile, the *InterNovosti* Internet-based information exchange (www.rustv.ru), originally a somewhat chaotic collection of scripts from regional TV news programs, now gives participating stations access to an unprecedented collection of information resources from outside their own city. The two parts of the project combine to help even quite small Russian regional TV stations feel that they are part of the evolving Russian informational market and are benefiting from keeping up with the global communications revolution.

Website Rustv

The scope and direction of the *InterNovosti* project have evolved substantially over the course of its existence. Under the current ITV grant, Internews is bringing substantial new functionality to both the newsroom software and the information exchange website, while investigating a range of possibilities for the financial sustainability of the project after USAID funding ends. The initial goals for the *InterNovosti* project in the ITV 2001-2004 grant were formulated as follows:

- Re-engineering the newsroom software to respond to requests from stations for additional modules and integration with various broadcast automation systems;
- Continued development of new features and informational products for the news exchange site; and
- Increasing the quality and quantity of outside information that is available to participating journalists and the ease of access to it.

In addition to these original objectives, as part of a modification to the 2001-2004 ITV grant, Internews launched a pilot project for a Video Exchange that would allow 12 stations to begin exchanging video footage along the same model as *InterNovosti*.

Overview of News Factory and Rustv.ru

The *InterNovosti* project has two related but separate components: the *News Factory* software and the RUSTV.RU Internet news exchange. While the initial period of development of this project focused on educating potential users on the reasons to make such radical technological changes in their work, when the year of this reporting period began, each component had achieved a significant and stable user base. Thus, this year was focused on making technical and editorial improvements to the systems to respond to these users' increasingly sophisticated needs.

Technical Developments

Many improvements were made to *InterNovosti* in the past year:

- **Development** of the Beta version of *News Factory W*, which allows for the accommodation of non-Cyrillic languages, and will eventually replace the existing Version 1.3;
- **Integration** of the www.rustv.ru site with other Internews resources, such as the Atlas of Russian Television and the *Provintsia* project, eliminating duplication and potential errors, and giving participants access to contact and background information about possible partners;
- **Technical modernization** of www.rustv.ru site, including the installation of new servers and improvement of the general navigation system;
- **Significant expansion** of the information resources catalogue, to include links to over 200 regional and national news agencies;
- **Simplification of access and navigation** in the site's information resources catalog and the introduction of a new feature – "Dossier" – which collects materials thematically;
- **Improvement** of the structure of the site's catalogue of information resources and the optimization of several other functions, including the search system and the access menu for information products; and
- **Introduction** of "Video Exchange," currently linking 12 stations with broadcast quality video, but visible in low-resolution to all participants.

News Factory

News Factory

Over the report period, the number of Russian stations using *News Factory* has grown by about 10%, with a total of 311 Russian TV stations now having the latest version of the software. This means the program is used by about half of the Russian TV stations that produce any news or information programs. It is worth noting that the use of the program continued to grow long after the initial period in which Internews (with Eurasia funding) was able to give grants of computer hardware to stations along with the software.

In most cases, the introduction of the *News Factory* software at these stations has led to significant changes in the way news departments function and helped them to:

- Systematize the work of the newsroom;
- Create a mechanism for editorial involvement *before* stories are finalized and broadcast; and
- Create an archiving system with an effective system of information retrieval.

The *News Factory* software has also turned out to be a helpful tool for the management of a TV station's website content. For many TV stations, *InterNovosti* is their first opportunity to work seriously with the Internet and has inspired the creation of their own websites. Currently, 92 participants in the project post information from their news programs on their Internet websites. This represents about half of all TV stations that have their own sites, as listed in the Internews Atlas of Russian Broadcasting. This is a substantial change from even a year or two ago, when few stations had a web presence and those that did mostly posted only minimal promotional information rather than current local news.

News Factory version 1.3

The latest version of *News Factory* is a multifunctional tool that can be tailored to the needs of each individual user in the newsroom. This and other recent improvements to the software come from suggestions made by stations that regularly used *News Factory* in their news production. The installation of the new technology has accelerated the process of TV stations' technical re-equipment and improved the efficiency of human resource management.

First released in February 2002, the new version was installed at participating TV stations over the period from June to December 2002. In November 2002, Version 1.3 was presented to the participants of the Sixth International Congress of National Association of Teleradiobroadcasters. The software continues to be made available free of charge, and stations are able to request it on CD-ROM or download it from the rustv.ru site. The advantages of Version 1.3 include:

NF Version 1.3

- The ability to send news scripts to any partner who has *News Factory* 1.3 and is on the site rustv.ru at any stage of program production. This feature makes the news exchange system more flexible. TV stations now can exchange information even before broadcasting their news programs. In addition, the new feature can be used to exchange video materials.
- A new *Wire Stories Module*, which makes it possible for journalists to receive wire services directly through *News Factory* at their workstations, which will help them to work efficiently with incoming reports, search the system and work with timely information from outside agencies in the process of their news production.

Version 1.3 was designed based on needs identified by a group of the most advanced TV stations already using *News Factory*. Internews is now distributing different configurations of the new version 1.3 tailored to the needs and technical capacity of each station. A special website www.newsfactory.ru features augmented documentation and manuals for both individual users and system administrators. *InterNovosti* technical staff continues to visit the regions for occasional on-site consultations. During the past year, *InterNovosti* staff went to Tomsk and Tyumen for consultations. Internews pays for the consultants' salaries and travel cost, while the television stations cover the local expenses.

CIS Outreach

A number of Internews offices in neighboring countries are also offering the *News Factory* software to stations. In October 2002 the *News Factory* Version 1.3 software was given free of charge to Kyrgyz TV stations and in January 2003 it was installed at a number of Belarusian TV stations, bringing the number of other countries involved to five (Belarus, Kyrgyzstan, Kazakhstan, Ukraine and Armenia). Internews Tajikistan has recently expressed an interest in making it available to TV stations there.

News Factory W

Even while installing version 1.3, Internews had started to develop a completely new version of the software - *News Factory W*. The need to develop a completely new architecture for the program arose from a complex analysis of the consumer qualities and features of version 1.3, as well as encountering difficulties with stations that do not use Cyrillic fonts. As requests from outside Russia increased, it became clear that the existing software, which only supports Cyrillic fonts, was too limited.

The chief technical difference between Version 1.3 and *News Factory W* software is that the news software is based on the Windows operating system. *News Factory W* can be used to mount content management systems of various levels of complexity to respond to different needs of users in almost all aspects of news production. The program will have a much broader range of potential users than *News*

Screen of
News
Factory W

Factory. It can be used by TV and radio stations, information agencies, press-services, etc. and can produce news programs in any language.

The program *News Factory W* is a more powerful tool than Version 1.3, and is easier to install, manage and implement. The new software was developed as a Microsoft based client-server application. Internews began Beta-testing of *News Factory W* in June 2003, and hopes to have a release version by October 2003. The software will allow users to do the following:

- Work with off-site correspondents, even when they have poor communications access;
- Work with video and audio as well as text information.

This new software, while fundamentally re-structured from a software point of view, will have the same user-friendly interface that is characteristic for Windows programs. *News Factory W* interface resembles that of Outlook Express or MSWord. During the phase-in period, participants

Dossier

Dossier is a new service on rustv.ru! We've organized materials appearing in various parts of the site into thematic groups. We hope this will make it easier for you to find information on topics that interest you.

Themes

- ? State workers
- ? Bribes
- ? Authorities
- ? National Politics
- ? Armed Forces
- ? Elections
- ? Utilities
- ? Legislation
- ? Health Care
- ? Immigration
- ? Crime
- ? Taxation
- ? Education
- ? Society
- ? Rising Prices
- ? Political Figures
- ? Political Parties
- ? Accidents & Natural Disasters
- ? Secret Service
- ? Sports
- ? Television & Mass Media
- ? Terrorism
- ? Ecology
- ? Economics

will be able to use either version of *News Factory* software, but Version 1.3 will eventually be phased out.

RUSTV.RU – the news exchange

Currently, all 311 of the *News Factory* users have full password access to the news exchange site; about 180 of them contribute their own information to the news exchange. Participants are mostly those stations with both adequate Internet access to make use of the system and enough regular news production to benefit from the service. On average, the website receives the texts of about 60 regional news programs per day. The stations that use the newsroom software but don't participate in the exchange tend to be either very small stations with limited news production or those with very limited Internet access for technical and/or financial reasons.

Launched just before this reporting period, in May 2002, the Catalogue of Information Resources has expanded enormously over the past year. Participating TV stations now have easy access to websites of 245 Russian information agencies, including 45 national news agencies and 200 regional agencies. TV stations can subscribe to the news of 32 information agencies and receive information using the site's News Wire module. In this way, regional television stations are able to offer a diversity of stories in their programs while saving money on subscription costs.

New editorial features continue to improve the variety and ease of use of information. The existing *Statistics*, *Dates*, and *Exclusive* features continue to give editors suggestions for expanding their news horizons, while the new *Dossier* feature encourages journalists to explore and research materials thematically. The new feature creates dossiers of material on specific topics drawn from other parts of the site – including the *Topics*, *Statistics* and *News Wire* sections. Thus a journalist can easily locate both national information and the stories produced by other local stations on issues ranging from striking teachers to alcoholism.

Video Exchange

Beginning in February 2002, Internews undertook an ambitious expansion of the existing *InterNovosti* project to include the cross-regional exchange of video materials among Russian regional TV stations using IP networks (the Internet). This has turned out to be the most complex and capital-intensive part of the *InterNovosti* project. Eventually, the ability to exchange video and audio files quickly and affordably will change the way regional broadcasters bring news to their audiences; however, the timing of that revolution depends on a number of factors. As one of the first attempts in Russia to create an IP-based exchange system of broadcast quality video materials, the *InterNovosti* video exchange project is still mostly experimental. However it has begun to give some regional stations the ability to include timely video news material from outside their own regions, putting them for the first time on a par with national news programs and state networks, with their capital-intensive satellite uplink and microwave systems.

The list of companies for the pilot project was selected based on several criteria including management sophistication; technical resources, including staff; financial stability; and previous successful partnership with Internews. Internews also considered such factors as geographical location and potential national interest in the news from the city. The ten regional TV stations initially selected were:

City	Station
Ekaterinburg	4th Channel
Kazan	Variant TV
Krasnodar	AVC
Krasnoyarsk	Afontovo TV
Novokuznetsk	NNT-10
Rostov-on-Don	Yuzhny Region
Samara	Skat TV
Saratov	Telekom
Stavropol	ATV
Tomsk	TV2

Due to technical complications, ATV Stavropol is only now completing the re-engineering necessary to join the project, and is expected to be connected in August 2003. Meanwhile, three additional stations joined the exchange: Miass TV, Miass; Radonezhie, Sergiev Possad; and AC Baikal TV, Irkutsk. Miass TV joined at their own expense, while Internews supports the traffic for Radonezhie and AS Baikal TV. (AS Baikal TV paid for the video compression equipment and the last mile connection.) AS Baikal TV originally applied to be one of the ten pilot stations, but was not selected, so it requested to join the project and pay its own connection costs. Miass TV also paid for its own costs, however it is connected to the project through the Internet, which is an open system and the low bandwidth allows variable rates of information transfer.

The *InterNovosti* project is in the technological forefront in Russia in creating an exchange of broadcast-quality video material. Only in the past year have some of the national commercial television companies in Russia attempted to use Internet technologies in this way, and the most ambitious video exchange projects are still in development. All these systems are built on the basis of virtual private networks. TVS was considered one of the most advanced developers of these systems. Before its closure in June 2003, it had managed to connect six offices (Vladivostok, Murmansk, Makhachkala, Sochi, Ekaterinburg, and Krasnoyarsk) into the system. The state VGTRK company has connected only two offices, one in the Russian Caucasus and one in the Far East.

In October, 20 representatives of the pilot stations (generally one person from the technical staff and the news department director) met in Moscow to discuss how best to implement the project, its perspectives and potential forms of cooperation among TV stations. At the conclusion of the meeting an agreement document was drawn on the rights and responsibilities of all of the participants in the RUSTV video exchange.

Technical Issues

Originally, the system was based on the use of a virtual private network (VPN) using Internet protocol (IP). To achieve this, Internews reached an agreement with the company TransTeleCom for the installation and use of dedicated high-speed channels connecting the participating stations. The selected 10 companies received sub-grants to install the "last mile," bringing high-speed access to the station as well as to procure the necessary equipment to implement the video digitization and compression and FTP send/receive system ClipExpress, produced by the Telestream Company. Using the ClipExpress video compression system and the high-speed channels, the transfer of one minute of video material takes about four minutes.

However, it became clear that most regional TV stations do not have adequate resources to participate in the video exchange system based on an IP VPN. There are two issues: the cost and

difficulty of installing the last mile of high-speed access and the ongoing cost of leasing the high speed channel, which comes to about \$1,000 per month. Thus, Internews set out to find a less expensive way of exchanging videos using the open Internet. Given current technology, the most effective way for the project seems to be to exchange video materials using centralized Moscow-based servers as video libraries. Radonezhie TV station in Sergiev Possad was the test case for this method, chosen because of its qualified technical staff and its proximity to Moscow. In March, the project connected the Internet segment to the exchange system. In the future, it will be possible to organize a direct station-to-station exchange of video content.

In preparation for the eventual expansion of the system beyond the first dozen stations, the video exchange project has been added to the rustv.ru site. On the site, all participants can view low-resolution video reports contributed by the stations in the exchange. Members of the video exchange can download broadcast quality video, while others have the option of requesting these tapes from the stations by other forms of delivery. In the future, the project wants to expand the video exchange to using the open Internet-based system of exchange. In order to achieve this, stations will need higher speed Internet connection (1-2 MB) is required in the regions. The open system of exchange will be more affordable for participants because the only hardware required is a computer with the right input/output port and the *News Factory* software. See Appendices 8 and 9 for technical diagrams of the video exchange system using the VPN and the Internet.

Training and Outreach

The *InterNovosti* project staff once spent a huge amount of time training new users to work with *News Factory*. Now that the software is established and has extensive online training resources, that training is rarely needed. However *InterNovosti* staff are regularly involved in training efforts in cooperation with the training department. Also, staff continue to make public presentations of the project, especially the new video exchange, at appropriate professional events.

TV and Radio Broadcast Exposition (TRBE)

In November 2002, many Internews staff attended and presented at the TV and Radio Broadcast Exposition. During the session “Convergence of Television Companies and the Internet,” the *InterNovosti* staff presented the report, “Rustv.ru- New Possibilities: the Operational Exchange of Quality Video Material Between Russian Television Companies on IP Networks.” TRBE is considered the premier international exhibition of broadcasting technologies in Russia and the important meeting place of the international and Russian broadcasting industry leaders.

Master-Class “Using the News Factory Program in Television Production”

In November, the *InterNovosti* staff held a master class, “Using the *News Factory* Program in Television Production” for over 70 Belarusian television journalists in Minsk. This was funded with training funds from the Open Russia Foundation.

Self-Sustainability

The amount of information that *InterNovosti* collects from the regions has proven to be of great interest to various potential clients, many of whom have expressed interest in buying the product for various kinds of commercial or political use. Others might be interested in buying the system, including rights to the software and the site. Although the eventual survival of the *InterNovosti* will almost certainly involve some commercial deal, for the moment Internews has chosen to keep the project noncommercial and under Internews control for many reasons. The clearest

reason is that none of the current potential commercial propositions would benefit the stations themselves in any significant way; they involve Moscow-based agencies or political consultants whose primary interest is in acquiring the information, while the financial benefit to any individual station would be negligible.

Meanwhile, the *InterNovosti* staff have instead found a multitude of ways to barter the information from the regions in ways to enormously increase the value of the site to the stations, such as the availability to participants of dozens of news agencies that otherwise charge money for subscriptions. By steadily increasing the news value of the project to the stations, Internews hopes to work toward a situation where the stations themselves may eventually be able to support the system on a pro-rated subscription basis. Internews foresees that it will be important to keep the system available to all stations on a non-commercial basis through the period leading up to the Presidential elections in March 2004.

Future Directions

In the short term of the remaining year of this grant, the *InterNovosti* project's plans include:

- Completion of Beta-testing and preparing for the public release of the *News Factory W* software;
- Creation of new users' manuals for *News Factory W* in both paper and electronic versions for systems administrators and journalists;
- A promotional campaign and launch of the new software;
- Encouraging more *News Factory* users to join in the news exchange;
- Recruiting additional participants for the video exchange system;
- Conducting a detailed user analysis of the whole *InterNovosti* project, based on both in-depth interviews with selected representative users, as well as broadly distributed questionnaires. The data gained from this research will be analyzed and will be the basis for future plans.

In the longer term, Internews hopes to use the results of the user survey to devise a strategy for the long-term existence of the *InterNovosti* news exchange as a service that brings information to regional stations and journalists. Most likely this will require a combination of grant funding and subscription income.

Production/Distribution

Internews Russia's production and distribution projects – the Open Skies documentary distribution project, the *Provintsia* exchange groups, and social issues journalism – are designed to stimulate quality and diversity in the information that reaches the Russian population, especially on independent TV stations. All of these projects share common goals:

- To increase the availability of high-quality, fact-based programming representing diverse points of view to Russian audiences;
- To develop and encourage the production and broad distribution of serious journalistic examinations of social issues;
- To stimulate increased cooperation between broadcasters and NGOs, especially on the local level; and

- To promote the increased use of the media in appropriate campaigns to educate audiences and support positive social change.

Through the current ITV grant, Internews strives to improve the capability of independent broadcasters to address the real problems that face their viewers through increasing the degree of coordination and interaction between these production and distribution projects. Each programming project employs its own format and mechanisms to promote similar goals.

Open Skies

The Open Skies project has evolved substantially since its launch in 1994. Originally an ambitious project to provide educational and documentary programming to regional private television stations in Russia and neighboring countries, Open Skies has distributed more than 1000 hours of programming during the past nine years. Internews now considers many of the original goals of combating video piracy and educating broadcasters and audiences on the value of educational television to be achieved, as evidenced by changes in the programming schedules of both national and local broadcasters. For this reason, since the beginning of the current ITV grant, Open Skies has focused more narrowly on activities to promote excellence in documentary television, especially in the area of culture.

Goals for Open Skies for the current ITV grant include:

- To promote the production and broadcast of excellent indigenous educational, cultural and documentary television programming, by educating funders, producers and broadcasters;
- To promote and facilitate access by Russian broadcasters to both Western and Russian films reflecting alternative viewpoints on such topics as history, society, democracy, ethics, culture and science; and
- To investigate mechanisms to support such broadcasts using on-air sponsorship and underwriting techniques.

Culture for the New Millennium

Most of the activities of Open Skies in this period were in the context of a project called “Culture for the New Millennium” that had substantial co-funding from the Ford Foundation. By the start of the 2002-2003 grant year, the project was already well underway. Seventy high-class programs of the caliber of Ken Burn’s “Jazz” and Ivan Darva’s “Stravinsky, the Composer” were already bought, versioned into Russian and had been aired on the largest national channels, including ORT, TV-6, and REN-TV. Meanwhile and five of the six original documentaries on Russian art in the 20th Century that were commissioned following an internationally juried competition had been finished. Thus most of the activities of this year were related to coordinating the distribution of these films in both first and second broadcast runs.

Award picture

At the start the 2002-2003-grant year, TNT network was still showing the five-hour PBS series, “Building Big,” about the greatest achievements of architecture and civil engineering. The series, shown on Saturdays, brought a solid 1.9 TV rating with 4.9 audience share. For TNT, these figures are very positive. Kultura channel premiered five of the six new Russian films in June and July 2002: “Hunting Down an Angel, or Four Loves of the Poet and

Soothsayer,” directed by Andrei Osipov; “The Context, or Between Here and There,” directed by Alexei Khaniutin; “Moscow Skyscrapers,” directed by Alexander Krivonos; and the works of the new and promising director Vladimir Nepevny, “Dreams of Alfeoni” and “All the Vertovs.” All

the films were successful, and Andrei Osipov's feature, an innovative biography of the Russian poet Andrei Bely, set a new record for documentary on Kultura with a 4.9 rating.

In the Fall and Winter 2002–2003, Open Skies began cooperation with a new broadcast partner, the new DTV-Viasat network. The channel has announced an unusual programming concept—"seven niche channels in one." As Open Skies programming staff had advised the Moscow-based network and its regional partners to build their schedules around high quality educational programs, it agreed to give DTV two large new programming packages and also the rights to the second run of "Building Big". In addition, as part of the Open Skies project, DTV premiered the sixth new Russian documentary, completed by that time, Evgeny Tsimbal's "Dziga and His Brothers."

In November 2002 the First Channel inaugurated its new documentary thematic time-slot, "The New Day," with the second run of Andrei Osipov's "Hunting Down an Angel, or Four Loves of the Poet and Soothsayer." As the result, the cumulative audience of this film now approaches ten million viewers. In April 2003 a new 18-hour package including Ken Burns' "Frank Lloyd Wright," Pierre Daix's "13 Days in the Life of Pablo Picasso" and Elizabeth Kapnist's "Chaliapin - The Enchanter" started on TVS, and continued into June 2003, with great success in terms of audience and media reaction. However, up to the closing of TVS in June only 12 hours had been aired. Project staff expect that either NTV or REN-TV will show the remaining films in the package.

Presently, the Open Skies project is adapting the 9-hour series "The Age of Music," which will be the next package of Open Skies programs to be shown on Kultura starting in August 2003. Negotiations for a second run of other programs with NTV, REN-TV and CTC are also in progress.

The results of the Open Skies project working with the national broadcasters from 2001-2003 are very positive. While in 2001 ORT, NTV, Ren-TV, TNT and DTV did not have regular documentary programming, they all now have one or more regular documentary time-slots. While this welcome development is not solely the result of cooperation with the Open Skies project, it is clear that the Open Skies project influenced these positive changes. One of the main goals of the project is to provide the largest viewing audiences the opportunity to watch the very best of international high quality programs. This objective has been successfully accomplished, and Internews will continue to show second runs on different channels and networks.

slide from doc

Culture on Television

While Open Skies focused mainly on Russia's largest national broadcasters and regional/national networks in 2001-2003, its tradition of working with the regional TV stations was continued by its spin-off project, Culture on Television (August 2001-March 2003), supported by the Ford Foundation, that was also well underway by mid-2002. The project was designed to support broadcasters who produce good quality films and reporting on culture, and to provide examples of quality cultural programs. Based on the results of the national Culture on Television news and programs competition held in December 2001, Internews continued distributing sub-grants in 2002 to winning stations and television programs. Out of total sub-grant funds of \$138,500, \$64,000 was distributed during this reporting period. Grants were made to three pilot programs

and three one-off programs, including cultural themes about the history of musical instruments, classical modern art and the cultural layers of a city.

In addition to the Culture on Television programs competition, sub-grants distribution and creation of special *Provintsia-Kultura* exchange project, the project also included the distribution of educational programs on culture to regional independent stations, in which three series were purchased:

Amazing Museum
GRAPHIC

- “Le Musée Amusant” (The Amusing Museum), the famous French children’s series comprised of 76 four-to-five minute shorts in which the basics of the visual arts are illustrated using the world’s most famous works of art as examples;
- “Contacts,” a 24-part series of 12-15 minute episodes about photography as an art form; and
- “Walk on By,” an eight-part BBC-Bravo-PBS series of one-hour episodes exploring the development of popular music as a part of the world cultural heritage of the last century.

While “Walk on By” was shown in January-March 2003 by the national/regional REN-TV network, two other series were syndicated to regional stations, with 72 stations airing “Contacts” and 79 “Le Musée Amusant.” Often Internews received several applications for the same program from stations in the same city. In these cases the program was given to an applicant suggesting the most interesting and creative way of “building” the series into their existing broadcasting schedules, thus also serving as a tool for educating the local stations’ programming managers.

Open Skies will continue the Culture on Television project starting from July 2003 with an additional \$150,000 grant by the Ford Foundation. The 12-month project will include program competition, subgrants and seminars on reporting cultural events.

Production and Distribution

The second major component of the Open Skies Culture for the New Millennium project, the production and distribution of six new Russian documentary films, has succeeded beyond all expectations. The success of “Hunting Down an Angel” is the most obvious reason, having already won the most important Russian national prize, a Nika (Russian equivalent of the Academy Award) for the Best Documentary of 2002, and also a Golden Eagle, two Laurel Branches, and all of the major awards at the St. Petersburg “Cinema and Literature” festival, including the Andrei Tarkovsky Award. In addition to national awards, the film has received several international honors including the Special Jury Prize in Karlovy Vary, Czech Republic and the Special Prize for the Best Portrayal of an Artist in Montreal, Canada at the 21st International Festival of Films on Art (www.artifa.com). The other films also did very well. “Dziga and His Brothers” also won a Nika (the Best Documentary, 2003) and several international prizes; “Moscow Skyscrapers” won the Special Prize as the Best Educational film in Montreal; and “Dreams of Alfeoni” reached the semi-finals of the International Emmy Awards. In addition, two of the project’s films, including “Hunting Down an Angel,” were the first Russian documentaries to be released into the Russian home

Award with
Directors

video market. (Internews does not own these films, but has the rights to broadcast them at least two times.)

Open Skies was also actively involved in the production competition "The Action Takes Place in Russia," held in Moscow, which brought together for the first time the Russian Documentary Film and Television Guild, the Ministry of Culture, and Channel One for a commitment to finance the winners of a major documentary competition. This successful cooperation, which resulted in financing for five documentaries, was the first time that a state source of cinema financing was combined with a broadcaster's money to create a new competitive television product. The Ministry of Culture is considering other such collaborations.

The Documentary Film Club

Another part of the Open Skies strategy is to educate decision makers so that they understand and appreciate the importance of the documentary as an essential television form. To this end, Internews Russia and the Open Russia Foundation have created The Documentary Film Club for Moscow business, media and cultural elites, where screenings and discussions are conducted on a regular basis. About 100-120 Moscow executives have gathered for eight screenings and discussion of Russian and international documentaries and their role in society. The challenges in the field of documentary television in Russia are constantly changing, and Open Skies continues to modify its approaches accordingly. The main goal, however, remains the same – to champion high quality, creative and responsible documentary film as an important part of free media in a democratic society.

Future Directions

Currently, national TV channels such as Channel One and others are more willing than previously to spend their budgets on purchasing a limited number of hours of documentary programming. They have realized that this is a worthwhile venture, though they remain inexperienced in selecting documentary content. Meanwhile, small regional companies and even national/regional networks still require both financial and programmatic support and are eager to show documentaries and other quality educational programming. Thus in the next year, Internews hopes to refocus Open Skies on this target group by working either directly with the regional stations, or through their respective network headquarters.

Other priorities for the upcoming grant year include the following:

- Continue distributing excellent quality educational programs to selected broadcasters in Russia, depending on the needs of participating stations and the availability of funding;
- Provide consultation and expertise to those channels that are already buying and producing documentaries on their own;
- Work towards creating a normal environment for documentary production funding by helping independent producers identify new funding sources;
- Create training seminars in the basics of documentary film producing for independent regional journalists, and follow-up with long distance learning courses in documentary filmmaking; and
- Promote international cooperation in co-production of documentaries and other educational programs; promote Western experience of secondary markets (home video, limited theatrical distribution) to make television documentary more self-sustainable.

Provintsia

One of the difficulties facing television stations in Russia's regions is obtaining video material from other areas of the country on a regular basis. Although many stories produced in communities across the country are clearly relevant to other provincial audiences, effective mechanisms for sharing news stories or syndicating features have not existed in Russia as they do in more developed media markets. The *Provintsia* project seeks to initiate and nurture these mechanisms for cross-regional cooperation.

At the beginning of the current ITV grant, when *Provintsia* was still a pilot program, Internews set the following goals for the project:

- Expanding *Provintsia* by creating additional distribution groups of stations, organized along different themes;
- Coordinating these overlapping exchanges by providing information and feedback on the work submitted, and connecting producers with similar interests;
- Using *Provintsia* as a vehicle for special projects highlighting important events or socially important themes; and
- Increasing the volume of material being exchanged via *Provintsia* to four hours per week.

The *Provintsia* project was created as a horizontal exchange of human-interest stories to help regional TV stations provide their audiences with quality material from other parts of the country. The goal is to provide television audiences with information about daily life (rather than only the political intrigues or natural disasters that make the national news) in other communities across Russia, and to increase the variety of materials available to stations, as well as to simulate the professional growth of the participating journalists.

Each month, participating regional TV stations send Internews their best stories on interesting people and places. The stories from each group are then compiled into a single block, which is distributed to all participants in the group. Every participating station has the right to air the material from the other cities on their programs. To maintain high production values, stories are at times rejected for poor technical quality.

website

While the compiled programs are currently provided to stations free of charge, participating stations pay for the shipping of the tapes to Internews Russia and for the travel costs of their personnel to participate in *Provintsia* seminars. Internews provides the coordination, compilation and duplication of the materials and covers the cost of shipping the monthly block to the stations.

Since its launch in 1999, *Provintsia* has grown from just seven stations to 75 today, organized in three separate distribution groups, by the spring of 2003. As stations came to understand how to work with the project, the number of stories submitted by each station grew, and soon the collections reached as many as 90 stories per month. The initial prediction of sending 4 hours per week to stations proved unrealistic; stations are unable to incorporate that many stories into their broadcasting time. Currently the average total material per month for the three exchange groups is 6.5 hours. *Provintsia* programming is currently reaching an estimated potential audience of more than 30 million people in Russia, as well as a potential additional audience of 30 million viewers in Armenia, Azerbaijan Kazakhstan, Uzbekistan, Tajikistan and Ukraine, where the materials are distributed by Internews offices.

Circle	# of Stations	Potential Audience (Russia)	Average # of stories/month	Average # minutes/month
<i>News-Plus</i>	30	30 million	50	180
<i>Morning</i>	30	30 million	40	150
<i>Kultura</i>	15	15 million	25	60

A list of the stations in each group is in Appendix 10.

Video Exchange Mechanisms

During the first half of the 2002-2003-grant year, *Provintsia* was organized into two distribution circles to accommodate growing demand. The first and second circles operate independently of one another, thereby allowing two stations from one city to participate in *Provintsia* without receiving the same material.

Some examples of the types of human-interest stories submitted to *Provintsia* are listed below:

- A 78-year-old WWII veteran in Krasnoyarsk was mistakenly sent several notices from the conscription service calling on him to enlist in the armed forces, and then charged with conscription avoidance;
- A professional hunter in Mordovia who hunts in a wheelchair;
- Why Cheboksary was named the best-built city in Russia;
- Daily life in a small Urals village called America;
- A school where drama is a compulsory subject;
- A series on the lives of Russians living in Germany, produced by Otkrytoye Televideniye from Tomsk.

Scene from
a story

Provintsia-Kultura

The *Provintsia* mechanism was used to launch a special project to promote the coverage of culture in Russian media. A new *Provintsia* circle dedicated to exchanging stories specifically on cultural issues was started in September 2002 with support from the Ford Foundation.

Provintsia-Kultura is geared for those journalists who specialize in cultural issues. Olga Zhishchuk, a *Provintsia* journalist from the PRAKTIKA Training Center, coordinates the *Provintsia-Kultura* distribution circle from Nizhny Novgorod. The circle has 15 stations in different cities and has been running smoothly. Since this distribution group is unique, stations from *News Plus* and *Morning* may also participate.

The success of this circle shows that this video exchange system can be implemented successfully in the regions, as well as through Moscow. In the 2003-2004 ITV grant year, Internews plans to continue and broaden the impact of this circle by holding a competition of cultural programs made for television. The Ford Foundation will continue to support this thematic spin-off of the *Provintsia* project, and Internews is exploring the possibility of other thematically organized (beat reporting) distribution projects.

Reorganization of Circles

Beginning in early 2003, *Provintsia* was reorganized from the two circles into three exchange groups based on program type: *Provintsia-Morning*, *Provintsia-News Plus* and *Provintsia-Kultura*. This was in response to requests from stations in the same city to participate, as well as the different program interests of the participants. These groups consist of regional news stations

that are interested in contributing and receiving stories in the respective type of coverage (morning shows, news or cultural affairs). Each group still includes only one station from any given city to avoid the broadcast of the same report within that area. With the reorganization, new stations have appeared in each group.

The main requirement for stories submitted to the exchange is that they be of interest not only in the region in which they were produced, but also for people across the country. Additionally, stories must have what TV producers call “shelf life,” that is be non-time-sensitive enough to be appropriate within the length of the distribution cycle. The types of stories submitted for the *News-Plus* and *Morning* exchanges can be divided into the following categories:

- The lives of ordinary people in various regions of the country
- Ordinary people with unusual hobbies and interests
- Local sights and curiosities
- Animals

Each of these circles approaches these topics in different ways. *News-Plus* focuses on more serious social issues, while *Morning* journalists cover similar stories from a lighter angle.

Peer-to-Peer Training

Another aspect to the reorganization included the development of a charter for each new distribution group. In February and March of 2003, 60 participants from the *Provintsia-Morning* and *Provintsia-News Plus* met in two groups to develop written guidelines and discuss approaches to their monthly contributions and special projects. To date, there have been three seminars for the First Circle (*Morning*) and three for the Second Circle (*News-Plus*), while a seminar for *Provintsia-Kultura* is planned in late 2003. These working meetings in Moscow are an important opportunity for peer-to-peer training and building connections among participants.

Website

In September 2002, *Provintsia* entered a new phase in its development with the addition of a website (www.rustv.ru/province). The site allows for one-to-one exchanges between stations and provides a forum for the participants, and includes public information so that outsiders, including Russian and international news outlets, can be aware of the stories being distributed, broadening the impact of the project. Summaries of the stories received and photos are posted during the month, thus increasing the information to participants and others about the material that will be available each month. The website has about an average of 100 users per month, and the three listserv discussion lists have 92 subscribers (45 for *Morning*, 36 for *News-Plus* and 11 for *Kultura*).

Monitoring

In the beginning of 2003, Internews requested that each participating station begin sending Internews a list of *Provintsia* stories that were broadcast each month. This feedback shows that the usage depends on how the station uses the stories from *Provintsia* in their own broadcasts. If the stories are incorporated into an existing show at a station, the number of stories used averages about 50%. For those stations that are creating a special program based mostly on the *Provintsia* stories, the number of stories used may reach 90%.

Special Projects

Provintsia has succeeded in creating an established infrastructure for efficiently distributing material throughout Russia and to neighboring countries and now is finding innovative ways to use that mechanism. In addition to the monthly block of stories, *Provintsia* producers have cooperated in the production of several “specials.” The rationale behind these one-off projects is to explore socially significant themes in new ways. Many of the specials coordinate with

Scene from a special project

international holidays or public awareness campaigns on social issues, such as children, gender issues, the environment or senior citizens. Others use the regional mechanism to raise awareness about people living in other parts of Russia or in neighboring countries. Stations enthusiastically participate in these coordinated actions because they offer a unique angle for analyzing issues in their own communities. Some specials are produced in conjunction with some of the nine other Internews offices in the CIS. Special projects and campaigns organized through *Provintsia* over the past year include:

- “What do you know about Cheboksary?” People-on-the-street interviews on the attitudes and knowledge about *Provintsia* cities in other regions. The resulting materials have been used by stations in the cities described as “interstitials” (between-program shorts) as well as in station promotions, programs and program segments.
- Reports about senior citizens produced for International Senior Citizen Day in October included issues about health, sports, environmental protection and volunteer activities in which seniors engage.
- “Remembering the Holiday,” in which citizens of several former Soviet countries discuss their memories and current relation to the tradition of celebrating International Women’s Day on March 8.
- “Grown-up Children,” included interviews and documentary footage on children and work, produced for International Children’s Day in June 2003.

Beyond the Borders of Russia

One of the goals of the *Provintsia* project is to encourage Russian provincial producers to grow professionally to be able create stories that have the technical and journalistic quality and the editorial perspective that makes them valuable to broadcasters elsewhere. This has led to a number of initiatives to extend the project beyond the borders of Russia. One of these is to provide some of the special projects, free of charge, to WorldLink TV in California. WorldLink TV, a partner with Internews Network, is the first American national non-commercial channel offering a global perspective on news, current events and culture. Currently, only the occasional international special project is appropriate for WorldLink in the format created by *Provintsia*, but WorldLink continues to explore sources of funding to create a format that could include more regular materials from *Provintsia*.

In another example of reaching beyond Russia, in May 2003, the *Provintsia* project facilitated partnerships between Russian television stations and the international satellite channel, RTVi (Russian Television International) in New York, which broadcasts to the Russian diaspora. With assistance from *InterNovosti* program staff, the partners will exchange video material through the Internet. Future plans include using Russian-language stories from the New York station in the

different *Provintsia* distribution circles and in the *InterNovosti* exchange, a process that was beginning in June 2003 as this report was being prepared. The initial contacts with RTVi are a direct result of networking that occurred within the framework of the Russian-American Media Entrepreneurship Dialogue (RAMED).

As the *Provintsia* project progressed, local journalists expressed their desire to receive material about the lives of people living outside of Russia. To meet this demand, the *Provintsia* project and two other CIS Internews programs, *Crossroads* in the Caucasus and *Open Asia* in Central Asia, exchange relevant stories in Russian to provide viewers in the respective countries every month with information about daily lives in their neighboring countries. The *Provintsia* package is not included within *Crossroads* and *Open Asia* programs themselves, but is sent to participating stations as additional material. The materials that *Provintsia* receives are added into the distribution circles when the stories are appropriate. *Crossroads* is a weekly Russian-language news magazine broadcast in Armenia, Azerbaijan, and Georgia, while the television magazine, *Open Asia* is broadcast in Russian and in local languages on independent television in Kyrgyzstan, Kazakhstan, Uzbekistan, and Tajikistan.

Future Directions

As the past year has illustrated, *Provintsia* has created a successful mechanism for cross-regional cooperation in Russia and neighboring countries.

It is clear from the growing number of participants and the amount and variety of materials submitted that *Provintsia* is meeting a need. Both producers and audiences in participating towns are becoming more and more accustomed to seeing the faces and landscapes of other regions, to seeing themselves through the eyes of their neighbors. The peer-to-peer professional development encouraged by the project is also significant; young journalists benefit from constructive feedback from their more experienced colleagues.

“Provintsia is an excellent benefit for ‘green’ journalists because it teaches them to notice interesting things in everyday life.”
Natalia Galkina, editor, BST television company in Bratsk and a new *Provintsia* participant.

The increasing quality of work by *Provintsia* journalists has been noted outside the project, with some participating journalists being offered jobs at national stations, such as RTR. More stations now are able to sell stories to national stations.

During the grant year of 2002-2003, the main challenges that *Provintsia* faces in its development are figuring out the right mechanism to accommodate the demand by new regional television stations, about 20 a year, that would like to join the circles, and keeping the project interesting and relevant to all members of the circles, including both the strongest and weakest stations, whose needs are quite different. Each circle has reached its threshold for the number of stations that Internews can physically handle given the current level of personnel, technology and equipment resources that are allocated to the project. Project staff are exploring options to address these challenges, such as innovative ways of duplicating the material for distribution using DVD technology or initiating more special projects.

Another possible directions for growth are to expand thematic distribution groups, adding other thematic circles on serious topics such as health, human rights, women’s issues, or sports, as well as creating other regionally based circles. During the fall of 2003 the *Provintsia* project will undertake research among participating stations to explore methods to transition the project to a

new level of self-financing in which stations would cover not only their own direct costs of sending tapes in, but to pay perhaps a subscription fee to begin covering the costs of compilation and distribution from the center.

Social Marketing/ Social Issues Journalism

As Russian broadcast media have developed, the work of Internews has moved beyond helping local stations acquire the basic skills needed to manage their business and produce local information programming. More and more, Internews works to encourage the inclusion of new themes and techniques in local program schedules in both informational and other programming, promoting the philosophy that active public service is a fundamental responsibility of the media, especially broadcasters. Internews has developed both expertise and a reputation among both NGOs and media as a reliable broker of information and materials, ranging from PSAs to documentaries, on social issues.

Internews uses its core USAID funding to facilitate up to three media campaigns per year, including the commissioning of PSAs and small grant support for thematic production. The social issues project also involves cross-project cooperation with the other Internews projects, especially *Provintsia* and *InterNovosti* and the public campaign portion of the *Promoting Independence of Regional Mass Media*. The Internews base, with its contacts, technical facilities and in-house expertise has become a valuable resource for Russian and international NGOs that wish to reach out to the Russian regions through the media. Nadezhda Khvorova, Internews Russia's Creative Director for Social Marketing Programs, coordinates all the campaigns, many of which are supported with small amounts of outside funding.

“Thank you very much for the video materials you gave us. We broadcast them 6-7 times a day during the whole month of May, and on the eve of Children's Day, put a crawl on the picture with announcement of our Telethon called ‘Friendship doesn't have vocations’ ... During our 14-hour TV marathon, journalists and guests in three studios discussed many different problems: unwanted children, international adoption, causes of the crisis in children's homes, difficulties of public organizations that provide assistance to disabled children...” -- Sergei Maslennikov, Chief editor, NTK TV Station, Novosibirsk (to Nadya Khvorova, Internews Social Project Coordinator)

Public Service Announcements (PSA)

Athletes Against Drugs

From August 2002 to February 2003, Internews distributed a set of 15 PSAs entitled “Athletes Against Drugs” produced by the Sports Against Drugs Foundation and the production company KomInter Group, with a grant from the Ministry for Print and Broadcast Media. The consortium asked Internews to distribute the PSAs to regional TV stations. Internews received 160 requests for the PSAs, including from 17 regional state TV stations (GTRK) and from the networks REN TV, MTV Russia, NTV, TNT and CTC. The PSAs were very high quality, using famous athletes and a modern approach, and they continued to be used by the channels even after the project's end.

International Children's Day

In Russia, advertising in cinemas is just starting to appear, and Internews explored this new venue to reach people with information about social issues. For International Children's Day (June 1) Internews provided PSAs on children to Moscow's Kodak Kinomir cinema, which

showed them in the lobby on the days around the holiday. The initiative was successful; however, the cost of transferring the PSAs from video to a film format was prohibitively expensive, so any future projects in this direction would need to find commercial sponsors to cover the added cost.

Documentary Film, "Corrections"

Internews received the broadcast rights to the 14-minute film, "Corrections," about a forum held by the NGO for small and medium enterprises, Cornerstone of Russia (Opora Rossii). This forum was the first attempt by Russian small businesses to engage in a dialogue with local government officials about the problems and challenges of small business development in the regions. The film shows the views and mistakes made on both sides. The film was distributed to 22 stations in cities with populations of 50,000-500,000 throughout the country. Internews paid for the film's duplication and distribution.

Assistance to Russian Orphans

In the summer of 2002, Internews was invited by Charities Aid Foundation to assist with the USAID-funded "Assistance to Russian Orphans" program (ARO). Internews coordinated the

"During the marathon it became obvious to us that our own enthusiasm, humanity and Christian concern for children who do not have parents influences all of our citizens. During the course of the telethon, [viewers] gave money, things, books and toys. It's about time this finally appeared." -- N.B. Solyakina, director, MU Center Zhuravlik; A.I. Chushkin, director, Borisoglebskaya Boarding school for Orphans and Abandoned Children, and L.D. Polyanskaya, director, Tyopli Dom Center, Borisoglebsk.

commission of four PSAs and five reports, and contributed additional funds to support a small media campaign to increase awareness of the social problems relating to child abandonment in Russia. During the period of the Charities Aid Foundation grant (July-September 2002), Internews held a tender and commissioned five reports from the production studios Pygmalion (Moscow), Alma-Mater (Moscow), STV (St. Petersburg) and Film-Azia (Novosibirsk). Shooting was done in Moscow, Novgorod and Barnaul. The reports tell of the successes of Russian and foreign NGOs in providing assistance to

children and families. In addition, Internews also commissioned the Moscow production studio Dago to produce four public service announcements encouraging people to help children. By Spring 2003, Internews had distributed the materials on orphans and abandoned children to 135 regional television stations in target regions identified by ARO (Moscow, Barnaul and Velinki-Novgorod) and 30 NGOs working with children's issues, also suggested by ARO.

To supplement the video material, Internews for the first time provided written recommendations on how to use the materials and background information about child abandonment and related issues. These recommendations are modeled on material from an American booklet on PSA usage acquired through contacts made at RAMED. Feedback from stations indicate this approach is very effective and taught the regional stations different ways to address and present social issues.

In an example of the campaign sparking direct local action, the NTK station in Novosibirsk, inspired by Internews recommendations, staged a 14-hour telethon in May 2003 with special reports, news coverage of local orphanages and coverage of a children's sports competition. In Borisoglebsk, where a small television station held a telethon to raise the awareness of child

abandonment, the project coordinator received a letter from three heads of municipal orphanages noting the immediate impact of the event.

Seminars

Internews expertise in social journalism and media campaigns is now well known, and project staff are often invited to participate in seminars and competition juries. Internews also seeks out occasions at various professional events to promote public service broadcasting.

Russia-wide Seminar-Competition “No to Drugs”

In November 2002, Internews collaborated with the Russian Ministry of Print and Broadcast Media to organize the Russia-wide seminar and competition, “No to Drugs.” Manana Aslamazyan was on the organizational committee and Nadezhda Khvorova was on the selection committee. Awards were given for best PSA, news report, program and overall anti-drug campaign. Materials produced for this project went on to be used in the “Let’s Talk About Drugs” campaign, launched just as this reporting period ended.

TV and Radio Broadcast Exposition (TRBE)

In cooperation with NAT, Internews presented a seminar called “Social Responsibilities of the Mass Media and the Role of Public Service Announcements on TV and Radio” at the TV and Radio Broadcast Exposition (TRBE) in Moscow. Jennifer Livengood, Vice-President of the National Association of Broadcasters (NAB - USA) and Nadezhda Khvorova of Internews Russia led the seminar and used adapted and translated booklets and tapes of American experience and methodology in using PSAs. The inclusion of a delegation from the US helped strengthen the relationship between NAB and NAT, and is another activity coming out of the Russian-American Media Entrepreneurship Dialogue (RAMED).

Tolyatinsky Dialogue 2003 Festival

Internews lent its expertise to the Tolyatinsky Dialogue 2003 Festival “Civil Reform: A Year Later - What’s Next?” held in Tolyatti in November 2002. This annual fair, held in different regions each year, seeks to facilitate a dialogue among the local administration, business leaders and NGOs. Internews Director Manana Aslamazyan and Training Director Anna Kachkaeva actively participated in the advisory board, sat on a jury to judge grants, and were guests in the talk show, “Civil Society: the Same People, A New Reality.” Nadezhda Khvorova presented a seminar on NGOs and the media, which addressed why civic organizations need to establish good relationships with the media, and how the media can be a communication link between NGOs, businesses, and local government.

Promoting Independence of Regional Mass Media in Russia

The social issues department cooperates actively with the *Promoting Independence of Regional Mass Media* project, described below. The social issues journalism staff, in collaboration with the Foundation for Independent Radio, are organizing and coordinating the production and distribution of materials on media independence, journalists’ rights and responsibilities, and freedom of speech to television and radio stations in eight target regions. Prior to this project, in the 2001-2002 grant year, Internews had done a mini-campaign on freedom of expression with PSAs distributed to 150 stations. The TACIS project provides an opportunity to revisit this vital issue at a more in-depth level.

Internews Russia held a tender for the production of television PSAs and selected a Russian production company with more than ten years of experience, KomInter. The first PSA prepared by KomInter (*Stena*, or “The Wall”) was distributed at the end of April, together with three PSAs previously produced by Internews Russia and other materials. A 14-minute film produced by Internews, entitled, “Freedom of Speech,” and a 60-minute film, produced by Internews and Maria Slonim, “The Unbearable Burden of Freedom,” have been distributed to television stations in the eight target regions. Stations were encouraged to tie the broadcasts to any or all of International Freedom of Expression Day (May 3), the Day of Print News (May 5) and the Day of Radio (May 7). Initial distribution in the eight regions involved in the project was structured in order to avoid repetition in the same city and encourage television companies to take part in the activity. The second PSA (*Glavnoe Ne Pereborchit*, “The Importance of Balance”) was recently finish and the third is in production. The project plans to distribute the two new PSAs, together with other Internews Russia material, during Summer 2003.

Internews also disseminated radio jingles as part of the project. The Foundation for Independent Radio Broadcasting (FNR) produced eight PSA jingles for radio programs focusing on public service issues in April and May. They were distributed by FNR and Internews Russia to 59 regional radio companies in the eight target regions.

Nadezhda Khvorova has also been part of the training team on TACIS journalism seminars, discussing cooperation between the media and NGOs with the directors and broadcast journalists at the seminars. In the autumn of 2003, the social issues staff will work with the TACIS project directors to coordinate the next phase of the public awareness campaign in the eight regions.

Provintialka Producers Studio-41, Ekaterinburg TV-2, Tomsk Nika TV, Kaluga Zhavoronok, Nizhny Novgorod Yuzhny Region, Rostov-on-Don Avto TV, Perm SurgutInformTV, Surgut ATV, Stavropol Terra, Samara Udmurtia TV, Izhevsk

Provintialka “Provincial Women”

The eight-month project *Provintialka* (“Provincial Women”) was funded by the Canadian Fund in Support of Russian Women and was well underway this reporting period began. The project’s objectives were to encourage women to become more active in defending their interests and assuming leadership roles in society. *Provintialka* addressed enduring gender inequalities in Russia, using television to inform women about their position in Russian society, to showcase women who are working to overcome difficult circumstances, and to educate audiences on the role of women’s civic organizations in promoting women’s rights and defending their interests.

Provintialka was the name of 10-part series of half-hour television magazines highlighting the issues and challenges facing women in different areas of Russia. Each episode was anchored by two women and included an in-studio guest. The production phase of the project involved 10 regional stations, chosen for their technical and creative capabilities, geography and interest in the subject, which contributed original material on women’s issues. (See box.) In turn, Internews in Moscow compiled the material into a 30-minute edited program made up of news stories, analysis, interviews, profiles, and investigative reporting. The programs, distributed to 36

stations throughout Russia, aired weekly during the fall of 2002 to a potential audience of 4 to 4.5 million people. A list of themes of the 10 episodes is in Appendix 11.

Other Activities

Internews Russia has on-going relationships with several NGOs and television stations, and is consulted by many organizations on how NGOs and the media can effectively work together,

Gender Montage

including the effective use of PSAs and ways to get coverage of social issues. Nadezhda Khvorova is often invited to lecture at seminars or conferences, participate in festivals or competition juries, and to advise organizations on their media campaigns.

In the 2002-2003 ITV grant year, one of the most notable of these relationships was Nadezhda Khvorova's involvement with the film series, "Gender Montage: Paradigms in Post-Soviet Space," co-sponsored by the Network Women's Program of the Open Society Institute and the Gender Policy Institute. She consulted extensively to the project, traveling to workshops and film reviews with participating producers. Ms. Khvorova was also invited to serve on the jury at the competition at the "We" International Festival of Social Advertising in Nizhny Novgorod, June 6-9, 2002;

Collaboration with Other Internews Projects

The social issues journalism project cooperates actively with *Provintsia*. For the 2002-2003 grant year, the social issues journalism project collaborated on two production projects:

- "Remembering the Holiday" (International Women's Day) - an 11-minute film in which people in post-Soviet countries answer the questions, "Why celebrate the 8th of March?" and "In the modern world is it necessary to associate this date with women?"
- "Grownup Children" - a 16-minute film with interviews and documentary footage on issues surrounding child labor.

On-Going Projects

As the 2002-2003 ITV grant year ended, several projects were ongoing:

Moscow PSA Festival

The Third Annual Moscow Public Service Announcement Festival began May 28 and ran through June 6, 2003. Founded by the Moscow City Government and co-organized by the Moscow Advertising Guild and Internews, the festival included for the first time television PSAs in addition to outdoor advertising. Internews promoted the event among regional stations and was the collection point for festival entries for video PSAs.

Greenpeace Competition

In celebration of World Environment Day 2003 on June 5, Internews Russia and Greenpeace announced a competition among regional TV stations for the best coverage of environmental issues. Submissions will be solicited for best reporting and best program (up to 26 minutes). The jury was scheduled to meet July 10th.

"Let's talk about drugs"

"Let's talk about drugs" is the theme for the UN International Day Against Drug Abuse and Illicit Trafficking on June 26, 2003. In observance of this day, Internews Russia provided interested television stations throughout Russia with information about the UN Office on Drugs and Crime, interviews taped in Moscow with experts, public service announcements and documentary films, included materials from previous anti-drug activities. The focus is on fighting drug abuse by promoting preventative measures, such as encouraging parents to talk to their children about drugs and how to resist peer pressure.

Future Directions

Support for coverage of social issues and public interest broadcasting are clearly going to continue to be important components of Internews activities going forward. Some of the future activities for the social issues project are expected to include:

- cooperation with organizations to support national media campaigns and local initiatives on HIV/AIDS and other health issues;
- more integration with *Provintsia* and *News Factory* to use their outreach mechanisms to promote coverage of social issues; and
- expanding the capability for stations to view and request video materials via the Internews website -- beginning in May 2003, selected PSAs have been posted on the Internews Russia website.

Let's Talk about
Drugs

Professional Associations/Small Grants

Over the past several years, the Russian TV industry has seen an enormous amount of growth in professional support activity including a variety of organizations, publications, associations, conferences, festivals and industry tradeshows. These activities strengthen and expand professional networks and provide opportunities for members of the media industry to acquire specialized knowledge and develop themselves professionally.

Internews has a long tradition of providing financial, organizational and informational support to partner organizations in the independent media community. Throughout the 2001-2004 ITV grant, Internews continues to support and encourage partner organizations, individual broadcasters and informal groupings of media professionals across Russia in realizing projects for the development of the industry. As this sphere grows, more and more of the activities that Internews undertakes are likely to have at least one other Russian organization as a co-sponsor or co-organizer.

Support to Professional Associations

Professional unions and associations are the foundation and primary instruments of self-regulation and representation in any industry. When effective they connect the majority of the participants in a given professional sphere and can serve as a mediator between the industry and the state. In Russia, there are a number of mass media associations that have declared that these are their goals and objectives. However, many of these associations are disorganized and compete against each other, instead of defining non-overlapping spheres of activities and coordinating efforts toward a common goal when appropriate to promote shared interests. At the

same time, as multiple organizations compete to represent the same groups, other areas of professional activity are largely ignored. A prime example is that the overwhelming majority of electronic media journalists belong to no professional association and none exists that specializes in their needs. In its support to professional organizations, Internews strives to encourage those initiatives that hold the promise of moving towards a more rational and cohesive media community. In 2001-2002 Internews supported the development of several professional associations that aimed to serve well-defined groups by establishing horizontal links between members, and introducing industry standards in their respective fields.

The older associations in the industry, primarily the eight-year-old National Association of Teleradiobroadcasters (NAT) and the Academy of Russian Television, founded in 1994, continue to grow stronger and work towards uniting sections of the industry and Internews works closely with both these associations. However, NAT especially faces serious challenges -- financial, organizational and political. Newer associations, such as the Eurasian Guild of Television Designers and Promoters, the Advertising Federation of the Regions (RFR) and the Association of Investigative Journalism in St. Petersburg, all of which Internews supported since their creation, are growing at various rates due to the different challenges or trends that they face. In 2002-2003, the first two organizations made significant progress towards becoming leaders in their fields. The third association, the Association of Investigative Journalism unfortunately has not developed at the same rate and with the same strength because investigative television journalism is a very difficult genre, and it is not clear that the constituency is large enough to support such a group.

National Association of Teleradiobroadcasters (NAT)

The National Association of Teleradiobroadcasters (NAT) was founded in 1995 with grant support from the USAID-funded Media Development Program. Since its creation, Internews has worked closely to strengthen and mentor the association. In 2002-2003 Internews and NAT collaborated on a number of projects:

- “The Media Industry: Directions for Reform” conference June 19-22, 2002 (NAT and Internews were among several co-organizers);
- “On the Eve of Elections: Good Will and the New Law” conference March 17-18, 2003 (NAT organized with Internews support and cooperation from the Federal Elections Commission, NAT and Internews are jointly publishing the conference materials);
- Regional TEFI Awards in Novosibirsk, Ekaterinburg and Nizhny Novgorod (NAT assisted the Russian Academy of Television with PR, logistics; Internews provided educational program as described in Training);
- National Association of Broadcasters (NAB) (USA) conference in Las Vegas, April 6-10, 2003 (NAT and Internews both recruited broadcasters for the largest Russian delegation to date);
- Annual NAT Congress, October, 2002 (NAT organized event, Internews provided lecturers for presentations on social advertising, and new techniques for news production);
- “World of News” Conference planned for June 19-22, 2003 (NAT was co-organizer).

With more than 400 members from broadcast and cable television, radio and media associations and 20 staff members, NAT has made much progress in recent years; however, the organization's budget is still quite small and income from members is unreliable. Internews will continue to co-organize events with NAT, in ways that help strengthen NAT as an institution. NAT also clearly needs support in improving its capacity as an NGO, especially in diversifying its funding. In the coming year, Internews plans to work with NAT staff to seek ways to do this, whether with in-house training or possibly with grant support to build development capacity.

Eurasian Guild of Promoters and Designers

The Eurasian Guild of Promoters and Designers was created with support from Internews in 2001 as a professional counterpart to PROMAX & BDA, the leading international organizations of promotion specialists and broadcast designers. As the only Russian professional organization of design and television image specialists, the Guild responds to a distinct need for professional connection and a hunger for information in a very isolated and underappreciated group of professionals, who are most often a single person within a station. The Guild grew out of the 2000 Television Image: Branding, Promotion and Design conference and a long-time electronic mailing list that had been maintained by Internews to facilitate communication among broadcast designers. Despite a tiny budget, the organization continues to mature and grow due to the enthusiasm of its members. In December 2003, the Guild organized the third annual television branding and promotion conference, with minimal support by Internews. The conference is described in the Management section.

Advertising Federation of the Regions (RFR)

Even though Advertising Federation of the Regions (RFR) is quite a small professional organization with about 26 regional advertising agency members, it is well organized and active, regularly participating in regional festivals, conferences and roundtables. With the goal of counterbalancing the overwhelming domination of Moscow-based advertisers and agencies, RFR is actively recruiting new members and maintains a very informative website. During the 2002-2003 grant year, Internews collaborated with RFR in conducting marketing and sales seminars in Kazan and Moscow, and in organizing conference sessions at the "Logic of Success-2" Conference in December 2002. In addition, RFR received a subgrant from Internews to conduct three advertising seminars in Lipetsk. Internews Russia intends to continue cooperation with RFR and through future activities to work to strengthen and expand this association.

Association of Investigative Journalism

The Association of Investigative Journalism is perhaps the weakest of the associations that Internews assists, mainly due to the inherent challenges of the genre, and the political landscape in Russia. A serious and high quality investigative journalism television program is very expensive to produce and demands greater journalistic skill than other informational programs. Very few stations in Russia have either the resources or the skills for such work. Meanwhile, on the national level there many "journalistic investigations" that have clearly been paid for by political enemies of those investigated. This unfortunate practice has nearly ruined the genre's credibility with audiences. In addition, the occupational hazards of true investigations are serious; many journalists choose to avoid certain subjects for their own safety. The Association has as a first task to promote professional standards and expectations of accuracy for its members and probably should consider expanding its membership base to include print journalists. In the past year, Internews assisted the group in holding the conference "Investigative Journalism: How

We Can Learn to Work Together” in Chelyabinsk in June 2002, and in publication of the book *Investigative Journalism: From Theory to Practice* (2002) by Yulia Shum, who is a member of the Guild of Court Reporters and a lecturer in investigative reporting at St. Petersburg University.

Partner Organizations

In addition to cooperation with professional associations, Internews continues to work closely with a number of other NGOs that support independent media in Russia. Through subgrants, partnerships or organizational support, Internews works to strengthen the existing work of partner organizations and maximize cooperation and coordination between Internews and other groups supporting regional media.

Significant partnerships in the past year have included:

- A subgrant to the Foundation for Independent Radio for a five-seminar series, “Time to Work on Radio-2” (described in detail above);
- Financial support to the Center for International Cooperation’s two-day seminar, “Television and National Minorities,” which brought together editors and station directors from Moscow television companies with Chechen national association leaders from 15 regions in Russia to facilitate dialogue;
- Continued support to the Moscow Media Law and Policy Institute for two issues of *Legislation and Practice* (“ZiP”) and for projects addressing legal issues in the regional mass media, as well as partnerships on the OSI-funded *Due Diligence* project and the TACIS-funded Independent Media project;
- A \$88,472 pass-through grant (funded under a modification to the ITV grant) to the Glasnost Defense Foundation for strengthening their institutional development and for the creation of the Center Coordination of Social Initiatives, as well as partnerships on *Due Diligence* and TACIS projects.

Small Grants Program

Internews regularly allocates small (mostly under \$10,000) grants to assist in the implementation of local initiatives. During the 2002-2003 ITV grant year, small grants were given to projects addressing a broad range of issues from legislative reform, to professional development in many areas to people-to-people diplomacy in the mass media. Internews accepts and reviews applications for small grants on a rolling basis, and often advises grant seekers during the application process in order to assist them in meeting the criteria and developing an effective project. A committee made up of Internews project directors meets regularly to discuss applications and make decisions about funding. Internews only considers proposals that promote its mission and project objectives.

Between May 2002 and June 2003, Internews provided targeted financial support to 23 organizations, television stations, and professional associations through 25 subgrants worth a total \$266,544. Grants ranged from \$269 to \$70,279, with the majority of grants under \$8,500. A complete list of subgrants is in Appendix 14.

The chart below shows the breakdown of grants by activity. Training and professional development were the most common projects, with conferences and festivals running a close

second. Smaller amounts were granted for production projects, monitoring violations of media and the creation of reference or educational materials.



Information Technology/Research

Since the beginning of its work in Russia, Internews has promoted the use of modern information technology both by regional broadcasters and journalists and among its own staff. This work has three distinct goals:

- To help and encourage Russian broadcasters and journalists to use the best tools available, whether the Internet as a source for researching stories, computer software to track advertising sales or email to get feedback from listeners;
- To use the capabilities of the Internet (including the web, email, FTP, VPNs and listservs) to deliver information to and create connections among the Russian broadcast community and between the Russian community and the international media world; and
- To optimize the work of Internews, including monitoring and evaluating the effect of programs, and improving staff effectiveness.

In the course of promoting the use of technology and information resources, Internews Russia has become a unique source of information for and about the Russian television industry. With connections to international and local organizations, and significant industry-specific informational resources of its own, Internews is uniquely situated to provide the information services help regional Russian television keep pace with a quickly evolving industry. Some of the information resources available include:

- An interactive database on media outlets;
- Announcements of opportunities for education, or for creative or commercial collaboration;

- Legal information affecting the media;
- A library of professional literature on broadcast management, journalism and specialized skills;
- Scholarly and industry research on Russian media and market conditions; and
- Specialized listservs for a variety of subgroups in the industry.

Websites - Internews hosts and maintains ten sites for partner organizations:

Glasnost Defense Fund www.gdf.ru

Advertising Federation of Regions www.rfr.ru

Journalists Against Corruption
www.anticorruption.ru

GIPI www.gipi.ru

National Institute for Socio-Psychological Research
www.nispi.ru

National Circulation Service
www.pressaudit.ru

Social Expertise: The Anatomy of Free Speech in Russia
www.freepress.ru

Media Law & Policy Institute
www.medialaw.ru

Eurasian Guild of TV Designers & Promoters
www.teledesign.ru

Russian State Archive of Documentary Film & Photo <http://www.rsa.ru>

Internews currently runs 15 servers, including a domain controller, a database server with eight databases, an email server, a web server and three FTP servers, which are used for website information support, internal information protection and video storage for the Eurasian Guild of TV Designers and Promoters website. It also hosts eight websites for Internews projects like *InterNovosti* and *Provintsia* and an additional ten sites for partner organizations that do not have the technical capacity to host and maintain their own websites. The six main Internews electronic mailing lists contain more than 1500 addresses of regional TV stations, radio stations and non-governmental organizations that regularly receive announcements about upcoming events, opportunities for training and developments in the industry. Internews also runs 51 smaller listservs for its own projects and for partner organizations.

As Internet penetration has grown in Russia, domestic use of the Internews Russia website has grown dramatically, and now more than half of the site's users are from Russia and the CIS (based on analysis of domain names, e.g. .ru or .kz), while approximately 14% of the users are registered in the United States. As this report was being prepared, in July 2003, statistics were released by www.top.mail.ru that put the Internews Russia site in the TOP 10 for resource website for television, along with Channel 1, MuzTV, TV-Tsentr, and RENTV. The table below shows the growth of Internews web-based resources:

	August 1998	June 2002	May 2003
Average hits per day on www.internews.ru (The site was reorganized in 2003)	3,777	13,516*	9,941*
Megabytes of data transferred per day	29.9 Mb	147 Mb	153 Mb

% of users from Russia and CIS (approx.)	30%	49%	57.2%
Addresses on main Russian TV mailing list	260	837	1300
*The drop from 2002 to 2003 reflects a technical reorganization of the site and seasonal effects of the May holidays.			

The *InterNovosti* site, www.rustv.ru requires a password to access to its video material and to several of its pages. A total of 1006 users have password access to www.rustv.ru, mostly from the 300+ stations that use the *News Factory*. In the past year, the number of visitors to the site has increased 71%, from 1,400 to 2,400 a month. The average number of pages each visitor views is 7.3 pages, which indicates that these are not casual hits.

The new version of Internews Atlas of TV and Radio (<http://www.atlas.internews.ru>), launched in 2001-2002, now contains more than 1300 television and radio stations with detailed information for each company. Presently the Atlas has the most complete and current public information about Russian television and radio stations. In June 2002, there were 6,413 visitors per month, with an average page per visit of 14.39, while at the end of the second grant year, in May 2003, there are 13,253 visitors per month with an average of 7.56

A webpage

pages per visitor. During this period, the search engine on the Atlas TV & Radio site was refined to better facilitate the search process, and the amount of information on the site increased, which would explain the decrease in the average pages viewed per visitor even though there was a 48.4% increase in visitors over the year before.

Technical Support

The IT department is essential to the effectiveness and reach of all of the Internews projects described in this report. The IT department has grown in size, scope and importance in recent years as electronic means of information sharing and communication have become ever more widespread. The department is vital not only to the many outreach activities, but also for providing internal informational and technical support to Internews staff. Over the past year, the IT department has continued to provide extensive support to internal Internews operations. Highlights include:

- An eightfold increase in disk memory (from 20 to 160 Gb);
- Additional computer hardware, including more modems and additional networked printers serving the network of 50 workstations; and
- Installation of three new non-linear editing (NLE) systems for training and production.

European Observatory Report

As part of its role as an information provider and research organization, Internews successfully applied for a tender from the European Audiovisual Observatory in November 2002 to write a report about the television industry in the Russian Federation. Using in-house experts, Floriana Fossato, Anna Kachkaeva and Grigory Libergal, and with assistance from Princeton PhD student Sada Aksartova, Internews produced the report in Russian and English. The resulting 100-page

report, *Television in the Russian Federation: Organisational Structure, Programme Production and Audience*, published in March 2003, covers the organizational structure, legislation, program production capacity and audience of Russian television and includes a survey of Russian sources of information on television as well as a directory of the main players in the field. In addition, Internews also organized a daylong conference in Moscow in April 2003 to launch the report for the European Audiovisual Observatory. The report can be found on the European Audiovisual Observatory's website: http://www.obs.coe.int/online_publication/reports/internews.html

Global Internet Policy Initiative (GIPI)

A joint project of Internews and the Center for Democracy and Technology, the Global Internet Policy Initiative (GIPI) supports the adoption of a legal and policy framework for an open and

(GIPI LOGO)

Issues GIPI-Russia addresses

- **Government policy & regulation of information & communications**
- **The extension of “universal service obligations” to Internet access**
- **National strategies for ICT development**
- **Information security**
- **Intellectual property rights and information security**
- **Privacy protection**

democratic Internet in seventeen developing countries. The US Department of State funds GIPI's work in Russia, Ukraine and Central Asia; private foundations and corporations fund GIPI's work elsewhere. In March 2003, GIPI received a grant from the Carnegie Corporation of New York for a two-year project on information security policy in Russia. The Citizens' Initiative for Internet Policy (CIIP), GIPI's implementing partner in Moscow, is leading this project, which complements the work funded by the State Department. The GIPI/CIIP project will commission and distribute research produced in Russia on information security issues, including analyses of existing and proposed laws and policy documents. It will also build a "brain trust" of Russian researcher-activists to conduct these analyses, providing input to

the policymaking process, and requesting outside expertise as appropriate.

During 2002-2003, GIPI's activities in Russia have included reviewing and commenting on legislative proposals (most importantly, the recently enacted telecommunications law), establishing working groups with representatives of the Internet industry, government, and civil society organizations; and educating policy-makers on the importance of an open, market-driven environment for successful development of the Internet in Russia.

Policy Reforms

GIPI lawyers reviewed and commented on the legislative proposal “On Changes and Amendments to the Federal Law ‘On Communications,’” which will have a decisive impact on ICT development in Russia for years to come. GIPI-Russia was largely responsible for the inclusion of a chapter on citizens' rights to privacy of communication in the draft law “On Inserting Remarks and Additions into the Russian Federal Law ‘On Information, Informatization and Information Defense.” Other draft legislation that GIPI has analyzed includes “On Electronic Signatures” (May), and the draft Federal law “On Commercial Secrets,” (May) in which GIPI/CIIP proposals were included into the State Duma Security Committee's recommendations, and the Ministry of Economy and Development's “Concept of Legal Regulation of ICT in Russia.”

In addition, GIPI-Russia translates draft laws and other legislative proposals into English for expert commentary, and then translates the English commentaries into Russian and disseminates them to Russian experts and relevant government officials.

Roundtables and Public Working Groups

Roundtable discussions and public discussions on draft laws, with participants from the government, NGOs, academia and other interested parties, promote further dialogue between various local stakeholders and the policy makers. For several months, GIPI staff and experts have been actively focusing on the draft law, “On Changes And Amendments to the Federal Law ‘On Communications.’” In November, GIPI organized a roundtable discussion on the draft where 12 members of the Russian Ministry of Communication and Informatization and 60 experts from the NGO, scientific and academic community created a document with recommendations for the draft law. This working group continued to provide suggestions and feedback throughout the development of the draft.

Other roundtables organized by GIPI staff include “Culture of Information Security” (April) and “Problems of the Creation of the Systems of Electronic Document Circulation,” at which GIPI experts presented the report, “Perspectives of Legislative Regulation of Electronic Document Circulation” on May 22, 2003. Held in the context of an interdepartmental workshop on scientific issues of information security, the roundtable discussed policy recommendations.

Non-Legislative Activity

In addition to activities related to Federal policy and legislation, GIPI/CIIP has shared its expertise with local and international groups as follows:

- Assisted the Internet Users and Operators Union of Tatarstan in elaborating the “Intranet (public network) of Tatarstan Republic” project, and the formation of the Tatarstan Presidential ICT Consulting Board.
- Presented recommendations to the “Electronic Moscow” program, a strategic document that defines the policies of the Moscow Government in the ICT sphere to strengthen guarantees of providing citizens’ right to information and information services.
- Co-organized the international conference, “Partner Networks as an Instrument of Development of Information Society and Knowledge Economy,” with the lead organization, Institute for the Development of an Information Society, and in collaboration with the Global Knowledge Partnership, UNESCO, and the United Nations. The conference was part of the initiative of “Global Knowledge – Russia,” which addressed Russia’s national strategy to create an information society and a global knowledge-based economy in Moscow in December 2002.
- Co-organized “Teaching Information and Communications Technologies (ICTs) in Russia” in May 2003 with the Association of Computer and Information Technologies. IT business, regulators, and civil society organizations discussed their activities and their impact on the social structure, particularly education.
- Collaborated with the Russian President’s Academy of State Administration, the institution that trains officials in information technology, and its experts on information security, sustainable development, and ICT history and policy development.

- Made presentations to USAID on Internet development issues, directions in ICT policy and potential projects, Internet usage in education, issues in Internet universal access obligations, social aspects of the development of IT in Russia, and the digital divide.
- Recommended twelve candidates for the Department of State International Visitors Program on e-government and e-learning.

Due Diligence

The legal framework within which regional media must work in Russia is ever-changing, contradictory and often illogical. Information on what regulations apply is difficult to find, and compliance with them is often administratively and financially burdensome. Moreover, it is widely known that enforcement is haphazard at best and a majority of enforcing authorities, from tax police to fire inspectors, are easily fended off with a bribe. For these reasons, local broadcasters, like nearly all other small and medium-sized businesses in Russia, often prefer to stay blissfully ignorant of the legal requirements that in theory apply to them, including both broadcast-specific and general corporate regulations.

For the media specifically, this casual attitude towards the law has many dangers:

- It leaves them open to politically motivated harassment through entirely legal means, which can be used to punish stations for “undesirable” coverage or to push for a specific editorial slant;
- Even the possibility of such harassment can lead to self-censorship, when managers require editorial staff to avoid “rocking the boat” for fear of retribution from local authorities; and
- If they themselves are not in compliance, media outlets will have little motivation to participate in local or national advocacy efforts to change unreasonable laws, both because they will see little benefit and because they will fear attracting unwanted attention.

To address these issues and to support the work of the Management Optimization Project within the 2001-2004 ITV grant to improve the financial strength of TV stations, Internews created the *Due Diligence* project (in Russian, the project is called *Pravovaya Expertiza* “Legal Expertise”). Funded by the Open Society Institute (Soros Foundation, Russia), this project is a part of the non-federal cost share for the ITV grant. The project began in August 2002, and is implemented for print and broadcast media by a consortium, where Internews was the lead organization for electronic media, and the Press Development Institute was lead for print. The consortium includes the Press Development Institute, the Moscow Media Law and Policy Institute, and the Glasnost Defense Foundation. The National Association of TV and Radio Broadcasters (NAT) are partners for the broadcast segment. The Russian *Due Diligence* project is a variation on the Internews Europe project of the same name, which is ongoing in several CIS countries and Bosnia. The current Russian project ends July 31, 2003, but discussions with partners are underway on ways to continue some aspects of this valuable work.

Website

Key components of the *Due Diligence* project include the following:

- Voluntary “legal audits” of broadcast and print media outlets to ensure their compliance with relevant laws and regulations;
- Consultations for lawyers and regional media managers or owners by legal media law experts;
- Training for media lawyers and managers;

- Monitoring of legislation and the creation of a legal database which includes the essential legal texts for broadcast and print media outlets;
- Development of standard documents, such as contracts, charters and resolutions that are often used in media companies and made accessible on <http://www.smi-audit.ru/>;
- Publication and distribution of guidelines for an "Essential Reference Library for Media Directors and Lawyers."

Voluntary Legal Audits

After a competitive application process for project experts, 20 regional lawyers were chosen to be regional consultants. During a 10-day seminar in November, the group worked out the procedure and the legal basis for the audits. More than 35 lecturers, including in-house counsel from national TV networks, heads of Legal and Licensing Departments of the Ministry of Print, Television and Radio and the best Moscow media experts presented their views on the Media Law, licensing, labor rights and other aspects of media industry in Russia. Since this type of comprehensive due diligence is new for the Russian TV industry, the project had to create a new training methodology and elaborate audit documentation.

In consultation with the newly trained regional experts, Internews selected 44 TV and radio stations (out of 70 applications received) in a competitive application process that requested a voluntary, confidential "legal audit" of their internal documentation. The criteria used to select the stations included consideration of different categories of property and corporation, geographical location, network affiliation and staff. As of May 2003 there have been 44 voluntary audits at regional television and radio companies. A chart of cities where stations received voluntary legal audits, grouped by Federal regions, is in Appendix 13.

Consultations

For the electronic media, there were two types of consultations – by correspondence or a site visit. The availability of these consultations was publicized through the website and through Internews listservs. As of May 2003, there had been more than 1500 different consultations requested by correspondence from over 170 television and radio companies, addressing questions such as labor rights, licensing, management aspects of the mass media, access to information and advertising. The most commonly asked questions and their answers are posted on the *Due Diligence* website. The number of companies that send questions seemed to depend on the political situation in a particular region, and on the approach of local or other elections. Television and radio stations are most vulnerable to pressure from local and federal authorities during pre-election periods.

For those broadcast companies that did not want to participate in the voluntary audit, but were interested in furthering the professional development of their in-house lawyers in these areas, Internews organized three Moscow-based seminars for more than 60 TV station lawyers and directors. These participants came from different regions of Russia. Originally, the project planned only two seminars, but the demand was great enough to justify a third.

Website

The *Due Diligence* website (<http://www.smi-audit.ru/>) provides an on-line catalogue of current legislation, court decisions and other legal texts affecting television, radio and print media companies. These documents include not only such clearly media-related documents as

regulations and legislation on mass media company registration, advertising, licensing, intellectual property rights, and pre-election mass media policy but also labor law, tax and revenue collection regulations, fire safety rules, and so on.

www.smi-audit.ru topics	
Mass Media Registration	Election Campaigns
Advertising Law	Defense of Honor and Dignity
Licensing and Certification	Anti-monopoly Policy
Mass Media as a Legal Entity	Access to Information
Labor Law	Intellectual Property
Tax & Revenue Collection	Mass Media and the Internet
Utilities	

As of June 2003, there were over 700 documents in the database. In addition to legal texts, the site offers a question and answer section that addresses common legal questions asked by mass media companies. The feedback from lawyers and other participants has been very positive, because this project provides them access to up-to-date legislation and other relevant legal documents in one place, which enables them to be more effective in their work. In addition to the website, the professional magazine, *Journalist*, has twice published 2-3 pages of *Due Diligence's* legal experts' answers to the most commonly asked questions about both TV and radio by mass media directors and lawyers.

In June 2003, after the end of this grant period, the project planned to hold a two-day conference in Moscow, to bring together the project's print and broadcast consultants to examine the results of the project and discuss possible future plans.

Trends

The Due Diligence work has shown that TV and radio stations regularly legal risks that increase their vulnerability by creating a legitimate basis for administrative and other forms of pressure and influence. These problems are found in all of Russia's regions. The *Due Diligence* project has categorized nine areas of legal compliance where broadcast companies may be vulnerable:

- editorial statutes (i.e., certification of registration as a mass media company, editorial charter, agreement between the owner and Editor-in-Chief, minutes of the election of the Editor-In-Chief);
- intellectual property rights (copyright, artistic rights, etc.);
- labor contracts;
- general business contracts;
- property rights (including real estate);
- ownership and legal entity documents (i.e., articles of incorporation, charter, state registration as a legal entity, taxation and revenue registration, shareholder agreement);
- advertising law;
- communications licensing; and
- broadcast licensing.

An analysis based on confidential reports from the consultants who conducted 37 of the 44 audits reveals that over 90% of the stations consulted have some sort of breach in mass media

registration, while the next highest risk is intellectual property rights, with 80% of the companies violating the law in some way. Interestingly, the highest level of compliance and thus the lowest risk, reported about 75% of broadcast stations, was in the area of TV and radio broadcasting licenses. See Appendix 12 for the graph.

The project clearly shows a persistent need to strengthen independent media in both management and legal areas, especially in light of the recent political trends. The need to continue raising the “legal literacy” of managers and owners is clear and will be an ongoing aspect of Internews Russia’s work on management issues.

Promoting Independence of Regional Mass Media

The project *Promoting Independence of Regional Mass Media in Russia* is Internews Russia’s largest and most complicated European-funded project to date. Financed by the European Union under the TACIS technical assistance program, the 24-month (June 2002-June 2004) service contract was granted to a nine-member consortium led by Internews Russia’s sister organization in Paris, Internews Europe (www.internews.fr).

Although the programmatic activities of the project are absolutely in line with Internews Russia’s expertise, the administrative and organizational requirements of the project have proven very challenging. The contract requires the consortium of six European and three Russian organizations to work on behalf of the project’s Russian “beneficiary,” the Russian Union of Journalists.

Working in eight Russian regions (Ekaterinburg, Nizhny Novgorod, Novosibirsk, Rostov-on-Don, Samara, Yaroslavl, Karelia, Tatarstan) the project provides support to regional journalists, media lawyers, university journalism teachers and civic organizations. The objectives of *Promoting Independence of Regional Mass Media* are as follows:

- Contributing to the establishment of legislation that supports journalists’ rights and media freedom;
- Assisting the reform of media legislation and policy, and promoting its practical implementation at the regional level;

Promoting Independence of Regional Mass Media in Russia

(logo) Internews Europe

Program in Comparative Media Law and Policy, Oxford University Center for Socio-Legal Studies (UK) (logo)

(logo) Thomson Foundation (UK)

Department of Journalism and Mass Communication, Tampere University (Finland) (logo)

(logo) Department of Journalism, University of Barcelona (Spain)

Duisburger Institute for Linguistic and Social Research (Germany) (logo)

(logo) Internews Russia

Moscow Media Law and Policy Institute (logo)

(turtle)Glasnost Defense Foundation

European Union (stars) (logo) Russian Union of Journalists

- Raising public awareness in the regions of the role of independent media and journalism in a democratic society; and
- Improving conditions for editorial independence, financial independence and ethical standards of journalism in the regions.

For the media law component, the Moscow and Oxford University media law centers are jointly carrying out a program of expert legal analysis and a series of conferences and printed materials to be distributed in the target regions aimed at educating journalists, lawyers and media managers on legislative issues. The issues include expert assessment of drafts of the new federal media law and drafting of model laws or guidelines on access to information, journalistic accreditation, defamation and licensing. The Glasnost Defense Foundation is responsible for the ethics component of the project and works together with Internews Russia in implementing these content trainings. Internews Russia is primarily responsible for a series of training events for print and broadcast mass media, the public awareness campaign, and organizing two study tours to Europe.

Training

The project includes an extensive program of training in the eight target region. The training component included a two-week Moscow-based train-the-trainers seminar on journalistic ethics in February with the participation of Russian and EU ethics experts. Of the 47 participants, there were 25 regional academic instructors working together to develop a curriculum for use in the project's eight (each of the regions) six-day seminars on journalism ethics.

The Russian experts then joined the EU trainers at a series of seminars and roundtables on journalistic ethics and media-NGO relations in each of the regions. The regional training and local roundtables have been very successful in deepening Internews contacts in these regions and in reaching out to electronic media there. Meanwhile the public campaign builds on previous activities aimed at promoting free expression through the media, including both PSA campaigns and the Open Skies "Media on Media" project.

Public Education Campaigns

The public education campaign aims to engage regional media in promoting the value of independent, responsible journalism. Internews commissioned and distributed four TV PSAs and a radio jingle on the rights and responsibilities of journalists in a democratic society, which were aired by 18 television companies in the target regions in 2003. Internews Russia holds the broadcast rights to TV PSAs produced for this project and may distribute them in other regions later in the year. In addition, the Foundation for Independent Radio Broadcasting (FNR) produced eight PSAs of 2-3 minutes each, in April/May. They will be distributed during the summer by FNR and Internews Russia to 59 regional radio companies in the eight regions included in the project. Regional media are encouraged to continue the campaign with their own production or articles. As the public awareness campaign is expected to continue in the next months, television stations have been encouraged to provide Internews Russia with regular feedback concerning broadcasts of the PSAs and film materials distributed for the TACIS project.

The conclusion of the public awareness campaign will be marked in January 2004 by eight special episodes of the weekly analytical program "Vremena" (broadcast nationally on Channel 1) anchored by the president of the Russia's Television Academy, Vladimir Pozner. "Vremena"

will be produced and broadcast in all regions included in the TACIS project in January 2004. The best independent television companies in the target regions will have the rights to broadcast the Channel 1 program as well.

Study Tour

A four-member Russian delegation participated in the annual meeting of the European Federation of Journalists that took place in Prague, Czech Republic on May 24-25. The Russian delegation also participated in a seminar on “Protection of Sources Under Fire,” on May 23.

In June a group to include journalists, media lawyers, regional representatives of the Union of Journalists, and regional legislators or media advisors to regional administrations, will travel to Strasbourg, the home of the Council of Europe, and Brussels. Participants will be briefed on Council of Europe guidelines relating to media regulation and, in turn, will inform European representatives of Russia’s latest media developments.

The project continues to June 2004, with professional journalism trainings for print media schedule for June – July in the eight participating regions. Two more series of seminars are planned for the fall. Seminars on advertising issues and on how to initiate and conduct negotiations for the introduction of editorial statutes are also scheduled for the second year of the project.

The ethics curriculum and the public campaign materials developed under the TACIS grant are being incorporated into Internews journalism training and PSA distribution projects, respectively. They each represent significant resources for future projects.

Institutional Development

Over the past ten years, Internews Russia has gained recognition, not only in the Russian independent media community, but also in the non-profit sector in general, as an effective and successful indigenous NGO. The organization’s intimate knowledge of the community it serves has enabled it not only to develop effective projects in traditional areas such as training, but also to create innovative new program models, many of which are being replicated both by other groups in Russian and in neighboring CIS countries. The organization’s relative longevity in the young Russian third sector and its success in attracting both international and local funding have given it a high profile. Russian and international organizations ranging from the internet publication Gazeta.ru to the International Finance Corp-World Bank Group to the Elton John AIDS Foundation come to Internews for information and advice not only on the state of broadcasting in Russia, but on NGO registration and legislation, NGO-media relations, and market research.

Although Executive Director Manana Aslamazyan continues to be the most well-known figure in the organization, more and more Internews project directors are being invited to share their expertise as members of organizing committees, competition juries, or as trainers and advisors. During the second ITV grant year, Internews staff have cooperated with or given advice to organizations including Greenpeace, the Press Development Institute, the Guild of Documentary and Cinema and the United Nations Project for the Educational Development of Human Rights in Russia. Some examples of Internews support to other organizations include the following:

- Grigory Libergal, Open Skies Programming Director

- Conducted a seminar on documentary production for TV, Baltic Media Forum in Riga, September 2002;
- Discussed success of “Hunting Down An Angel” & NGO relations with broadcasters, INPUT Conference in Aarhus, Denmark, March 2003;
- Invited to speak on cooperation between NIS and Western public broadcasters, DISCOVERY Campus Annual Conference, Prague, Czech Republic, June 2003;
- Oleg Dmitriev, *Provintsia* Producer
 - Produced mock video newscasts on human rights violations as educational materials for the “Children’s Competition Defenders of Human Rights,” United Nations Project for the Educational Development of Human Rights in Russia, January 2003;
 - Conducted seminars and moderated groups for the human rights organization Memorial in its project “Working with Public Relations in Russia: A Strategy For Raising the Requirements for Society to Protect Human Rights,” July 2002;
 - Sits on dissertation committees at Moscow State University for dissertations relating to Russian regional television;
 - Advises and consults on a regular basis to TV professionals, students and international organizations looking to work with regional television stations.
- Nadezhda Khvorova, Creative Director, Social Issues Journalism
 - Frequently called upon as an expert in gender issues and the mass media;
 - Conducted seminar, “Illuminating Gender Issues on Television,” for Internews Azerbaijan, April 2003;
 - Evaluated the project, “The Creation of Civil and State Mechanisms to Defend the Rights of Mentally Ill and a System of De-stigmatization for Those Who are Released,” Kyrgyz Psychiatric Association, at the request of IREX, Kyrgyzstan, January 2003;
 - Juried the Union of Journalists and Association of Journalists’ competition, “Lady Leaders,” January 2003;
 - Juried the competition at the International Festival of Social Advertising “We” in Nizhny Novgorod, June 6-9, 2002;
 - Consulted extensively on the film series, “Gender Montage: Paradigms in Post-Soviet Space,” co-sponsored by Network Women’s Program of the Open Society Institute and the Gender Policy Institute, 2002-2003;
 - Advised on strategy, conducted seminars and was a group moderator for Memorial’s project, “Working with Public Relations in Russia: A Strategy For Raising the Requirements for Society to Protect Human Rights,” July, 2002.
- Anna Kachkaeva, Training Director
 - Frequently called upon to comment to the press on Russian media and media politics;
 - Coordinates the Club of Television Critics, which rates monthly TV programs;
 - Presented reports at the Club of Regional Journalists.
- Nina Ossina, Financial Manager
 - Frequently called upon to advise or train accountants in Russian NGOs, such as Foundation for Independent Radio, Moscow Helsinki Group, NAT, Center for

Interethnic Cooperation and IRIS on Russian tax legislation and NGO accounting problems.

Internal Organization

During the 2002-2003-grant year, Internews has strengthened its internal organization with semi-monthly Directors Council meetings, annual personnel evaluations and outside analysis of the methods and effectiveness of the training department. An organizational chart of Internews Russia is in Appendix 15.

Program Management - The Directors Council is an internal management group consisting of all Internews project directors and the general director. The group meets semi-monthly to discuss important decisions such as small grants applications, project analysis, strategic planning and other organizational issues.

Human Resources - In 2002-2003 Internews formalized annual performance evaluations and end-of-year bonuses for Internews staff. Written performance evaluations have input from three levels: a self-evaluation, supervisor's and the general director's evaluation of the employee's performance and suggestions for improvement. The employee and supervisor review the evaluation together. In addition, each employee working on the ITV grant for more than four months is eligible to receive an end-of-year-bonus based on performance. The Directors' Council reviews each eligible employee based on a formula, which includes taking on more responsibility than listed in the job description, professional development, quality of work, financial and work discipline and communicativeness.

Outside Training for the Training Department - In March 2003 a local consulting company called "Intertraining" held a three-day training workshop for the seven Internews Training department staff on methodology and teambuilding. In addition, Intertraining evaluated Internews training department's methodology, employee interaction and organization's mission during implementation of these workshops. As a result, the training team is more aware of each member's role in the team, as well as the department's strengths and weaknesses. Separately, a Eurasia-funded research project evaluated an Internews seminar and gave it high marks for effectiveness. The consulting company's report is in Appendix 5.

Finance - Internews Russia's financial department has become in the past several years more professional, gaining experience with multiple funders with vastly different reporting requirements, and skilled in navigating the challenging Russian legal and banking systems. Each year Internews Network conducts an internal audit of Internews Russia and concludes that Internews Russia's accounting policies are consistent with USAID rules and regulations, and that the accounting staff complies with the policies. Moreover, Internews has registered Svetlana Sergeeva, the ITV grant accountant, to attend a USAID Rules and Regulations training to be held by an outside firm in Arcata, CA in September 2003. Also, Internews will install the new financial and project management software MS Business Solutions Axarta 3.0 Enterprise Edition and train staff on its use. With this software, Internews will be better able to calculate cost-effective future project budgets. The most recent report from Internews Network's internal auditor is in Appendix 16.

Press Coverage

Internews Russia's activities are widely covered in both the national and regional press in Russia. During the past year, more than 300 articles about Internews or Internews events were

published. Internews staff are aware of 141 articles about Internews projects that appeared in the central Russian press (including publications such as *Vedomosti*, *Expert*, *Izvestia* and *Kommersant*), and 89 articles were published in industry publications such as *Journalist*, *Sreda*, and *Broadcasting*. Selections from these articles follow in the Appendix 20.

Topics	Central Press	Industry Press	Regional Press	Total
Internews in general	26	89		115
The Media Industry: Directions for Reform Conference	65			65
TEFI-Regions 2002	31		82	113
Mass Media on the Eve of the Elections Conference	19			19
Total	141	89	82	312

10th Anniversary

Immediately following the Logic of Success 2 conference in December 2002, Internews celebrated the anniversary of 10 years of working in Russia. Regional broadcasters, trainers Internews Network staff and many other guests attended a presentation on the history of Internews work. In an attempt to discourage extravagant gifts, Internews encouraged richer regional stations to congratulate Internews by donating equipment or other useful items such as internships to smaller stations in their regions. A list of stations who responded and selected comments from anniversary congratulations are in Appendices 18 and 19.

New Project Development

During the past year, Internews Russia has actively sought funding for a variety of projects from funders in Russia, Europe and the United States. Grants received during this reporting period included:

- *Open Russia Training Support* – a one-year grant for \$1.3 million to support a variety of training programs for Russian and occasionally CIS broadcast professionals, described under Training and Management sections;
- *Promoting Independence of Regional Mass Media*, a 2-year, €2 million TACIS contract in which Internews Russia is a member of a nine-member consortium, described in a separate section above;
- *Due Diligence*, a \$211,000 grant from the Open Society Institute (Soros Foundation, Russia) for legal support to media, described in a separate section above;
- *Information Security Policy in Russia* - A 2-year, \$175,000 grant from the Carnegie Corporation of New York for the work of GIPI (grant recipient is the Citizens Initiative for Internet Policy, which is housed within Internews Russia and uses its financial and administrative structures);

- *Culture on Television 2003-2004* - a \$150,000 grant from the Ford Foundation for a program competition, subgrants and seminars on reporting cultural events, described under Open Skies;
- *Assistance to Russian Orphans* – \$85,000 from CAF-administered USAID grant for a media campaign on abandoned children, described under Social Marketing/Social Issues Journalism; and
- *European Audiovisual Observatory Report* - a contract for \$32,370 to research and produce a large report on the Russian television industry, described under information technology/research.

In addition a chart showing the major grants to Internews Russia active during the life of the ITV grant is in Appendix 17.

Other fundraising developments include:

- Internews is finalizing negotiations for the grant: “Information Support to Negotiations Concerning Russia's Accession to the WTO,” a 6-month project submitted to the Russian Foundation for Legal Reform;
- Internews Russia is the media partner in a consortium headed by the British Council which is applying to DFID for a large project on HIV/AIDS Prevention; and
- Expecting approval of the proposal submitted with Internews Network: “Russian-American Media Entrepreneurship Dialogue Continued” Proposal to the United States Department of State, Bureau of Educational & Cultural Affairs (BECA) to continue the project at the regional level.

Future Directions

On the programmatic level, in the coming year Internews foresees that all of its current projects will continue to be needed in some form. Some of the prospects for the next stage of work include the following:

- **Promoting Responsible Content:** Several departments, including production/distribution and training, will cooperate to put an increased focus on social issues journalism activities and production, including specialized thematic journalism training and resource materials on issues like HIV/AIDS and the environment;
- **Major annual conferences with regional participation for key broadcast professions:** The “World of News” conference, planned for June 2003, will gather about 350 news directors from all but two of the CIS countries. The “Logic of Success-3” is anticipated to take place at the end of 2003, Internews plans to assist the Eurasian Guild of Designers and Promoters in holding the fourth Television Branding Conference;
- **Original Publications:** In addition to distribution of existing textbooks, Internews will produce a unique handbook for broadcast managers and will translate and publish the award-winning American book *The Elements of Journalism: What the Newspeople Should Know and the Public Should Expect* by Bill Kovach & Tom Rosenstiel, which looks at the principles of journalism and dangerous trends in modern media; and
- **Exploring New Audiences:** Internews plans to investigate new ways of promoting independent media in Russia by working with audiences outside the members of the

existing media community. The TACIS campaign to promote the values of independent journalism to the general public will be one aspect of this, and may be expanded beyond the confines of that project, but Internews also hopes to examine or experiment with possible projects in community and/or youth education in areas like media literacy, community media or Internet skills.

On a strategic level, as the 2003-2004 grant year begins, Internews is planning a serious evaluation of its projects in order to develop plans for the future. The key issues that will be examined are the following:

Long-Term Existence – Internews believes that the organization has a long-term future in Russia that extends beyond the expected exit of USAID and other significant foreign donors. More importantly, although there are many capabilities developed within Internews that have potential to survive on a commercial, there will remain a need for certain activities such as support for investigative journalism, assistance to very small broadcasters, and activities related to journalism ethics, that will always need to be funded on a non-profit basis somehow. Internews plans to do an analysis of its existing projects as well as those of its key partners in order to attempt to map out the scale of those core activities. Following this analysis, Internews hopes to convene discussions with several funders on how to create a mechanism for the long-term sustainability of assistance to independent media in Russia.

Self-Sustainability – Internews continues to balance the desire to move toward having its media partners pay a greater share of the costs of some of the training and other benefits they receive with the difficulties posed by Russian tax and banking laws. The bookkeeping paperwork involved in a non-profit organization taking in the small amounts of money in question is so onerous as to be counterproductive. However, experimental projects like the paid Drama Writing seminar with René Balcer are underway and various options based on a subscription model are being explored.

Collaboration – Internews will continue to make special efforts to include other organizations in its projects as often and as broadly as possible, with the goals of promoting cooperation and building the capacity of smaller organizations. This will include collaboration with long-standing partners, such as the Glasnost Defense Foundation, the Foundation for Independent Radio, the Media Law & Policy Center, the Moscow Helsinki Group, NAT, the Press Development Institute, Memorial and Johns Hopkins University, and also efforts to involve many more Russian NGOs, including smaller regional groups, in projects at different levels.

Special Partnership with NAT – Internews believes that the coming years are critical to the growth and strengthening of the National Association of Teleradiobroadcasters (NAT). Internews will strive to use its resources to encourage real improvements to NAT's capacity both at the level of Moscow-based staff and through more active grassroots participation by members.

Mapping the Future – As part of a comprehensive review of its projects, Internews plans to design and conduct research with ROMIR Monitoring on regional journalists and how they perceive their profession, the concepts of journalism and their role in society. The information gained will inform short-term projects such as the campaign to promote independent media to the public and will be important in laying out strategic plans for the future.